South Carolina
Law Enforcement Division (SLED)

2004-2005 Annual Accountability Report

The Honorable Mark Sanford, Governor

Robert M. Stewart, Chief

Section I - Executive Summary

Description of the Agency
The South Carolina Law Enforcement Division (SLED) is an enforcement agency of South Carolina State government. SLED was established in 1947 by Executive Order of then Governor Strom Thurmond at the request of the South Carolina Sheriffs.

1. Mission:
The primary mission of SLED is **to provide quality manpower and technical assistance to all law enforcement agencies and to conduct professional investigations on behalf of the State**, *as directed by the Governor or Attorney General, for the purpose of solving crime and promoting public order in South Carolina.*

In 1974, enabling legislation was enacted granting SLED specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities:
- Investigations of criminal activity, arson investigations, and explosive device emergency event management;
- Operation of a statewide forensic laboratory;
- Covert investigations and interdiction of narcotics;
- Operation of a central, statewide criminal justice information system;
- Operation of tactical law enforcement units;
- Operation and regulation of state polygraph examination services;
- Alcohol law enforcement, regulation enforcement, and inspections;
- Coordination of state counter terrorism efforts; and,
- All other activities consistent with the SLED mission.

2. The agency's major achievements by functional area and program are as follows:
The *Forensic Services Laboratory's* mission is to provide the criminal justice system in South Carolina with a full-service forensic laboratory, to employ persons of the highest possible ethical and educational standards and furnish necessary training to them, and to perform work with a high degree of accuracy, quality and efficiency.

- *National standards compliance result in improved operations.* The Forensic Services Laboratory has been continuously nationally accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In September 2004, in addition to achieving reaccreditation of the Forensics Laboratory, the Crime Scene Processing section sought and achieved, for the first time, accreditation by ASCLD/LAB. Additionally, re-accreditation was received in the Drug Identification, Toxicology, Trace Evidence, DNA/Serology, Firearms/Toolmarks, Questioned Documents, and Latent Prints sections. Also in FY 04-05, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides "flagship examples" to assist other agencies.
- *Training of local personnel increases efficiency.* A program initiated by the SLED Drug Analysis Department, in conjunction with solicitors and law enforcement agencies, has led to a significant reduction in drug identification case backlog. The department trained and certified 120 local law enforcement officers as marijuana analysts and re-certified 70 analysts.
- *Databases being used to solve cases.* The Combined DNA Indexing System (CODIS) database contained approximately 38,800 profiles at the end of FY 04-05. As a result of the DNA Database being implemented, non-suspect and/or "cold" cases are now analyzed. Since the creation of the CODIS database, 272 total "hits" have been made. This system has linked 84 previously unrelated cases and has identified 188 suspects. The Firearms Department has increased entries into the Integrated Ballistic Identification System (IBIS) to approximately 3,462 items. By the end of FY 04-05, the IBIS produced a

total of six (6) hits between unrelated cases within the state. The Automated Fingerprint Identification System (AFIS) database contained approximately 1,262,809 subjects at the end of FY 04-05. During FY 04-05, the AFIS produced approximately 102 "hits".

The *Criminal Justice Information System's (CJIS) mission is* to assist in law enforcement, crime prevention, and the administration of criminal justice by providing accurate and timely criminal justice information to local, state, and federal criminal justice agencies, other governmental agencies, and to the public, as authorized by law.

- *Legislation and funding results in planned enhancements to the state Sex Offender Registry.* House bill 3328 (Sex Offender Registry Updates) updates the existing Sex Offender Registry statutes including requirements that sex offenders comply with new registration requirements regarding address changes, ownership of property at multiple addresses, attendance or employment at any public or private school, and administering controlled substances or date rape drugs with the intent to commit sexual offenses; and, establishes penalties for those found guilty of harboring or hiding a sex offender. This legislation also requires that SLED be provided a photograph of each sex offender prior to their release from prison or juvenile custody. SLED drafted language which addressed these and other updates to the existing Sex Offender Registry statutes; this required extensive collaboration with numerous state agencies, victim's advocates, legislative personnel, and other law enforcement personnel. This bill was signed by Governor Sanford on June 7, 2005, and will become law on January 1, 2006 (with the exception of one section which will be implemented when funded). These new statutes, combined with federal grant funding will provide substantially increased Registry information for the public. Federal grant funding has been received by SLED to fund the computer programming necessary to make these changes. SLED personnel are also working diligently to address the technical issues needed to become part of the National Sex Offender Public Registry (NSOPR); these personnel anticipate full functionality with the NSOPR in the near future.

- *Interfacing through national networks results in improved suspect information regarding suspects.* This department has used its Information Technology (IT) network to furnish statewide law enforcement sensitive information regarding terrorism suspects, possible attacks, and related information as supplied by the FBI. The national networks for exchange of terrorism and other criminal justice information are the National Law Enforcement Telecommunications System (NLETS) and the National Crime Information Center (NCIC). In FY 2004, SLED CJIS and SLED Intelligence began the SCIEx project. The South Carolina Information Exchange (SCIEx) is a law enforcement and criminal justice information sharing initiative designed to promote homeland security and public safety through information sharing, intelligence fusion, and intelligence-led policing. SCIEx is currently under development and will create a data warehouse, which will store full incident report data, Computer Assisted Dispatch (CAD) data and other forms of information from law enforcement agencies within the state and will make the information available to law enforcement via web access. Additionally, connectivity will be developed between SCIEx and other state agencies to effectively share information.

- *Improved technology results in increased tools for investigations.* The transition of Information Technology from a Uniscope Transmission Protocol to TCP/IP continues to allow the use of more common technologies and the exchange of images through the network. Photographs are vital to police investigations and are immensely important to investigations where fingerprint or other biometric identifiers are not available.

- *New technology results in improved turnaround time of information.* The installation of the first phase of the Motorola /Printrak Omnitrak System was achieved in FY 04-05. SLED now has the capability to accept and process electronic fingerprint images, palm prints, and digital signatures from livescan stations throughout the state. SLED is now returning electronic responses within fifteen (15) minutes to submitting agencies with livescans. Fingerprint cards that are submitted to SLED are scanned and electronically sent to the FBI CJIS Division. SLED and local agencies are then notified on average within forty-five (45) minutes with the results of the fingerprint search. During FY 04-05, "livescan"

capability was implemented at the Greenwood County Sheriff's Office, Greenwood Police Department, Newberry County Sheriff's Office, Chesterfield County Sheriff's Office, York County Sheriff's Office, Clarendon County Sheriff's Office, Lexington County Sheriff's Office and 10 Department of Motor Vehicles Offices' Commercial Driver Licenses (CDL) HazMat sites statewide. SLED SIB staff members have scheduled training personnel from several other agencies that are expected to go online with "livescan" in FY05-06.

- *Automation and uniform coding results in significant efficiencies.* The Uniform Crime Reporting (UCR) section of CJIS implemented a policy requiring local law enforcement agencies to automate their record reporting systems or code their own reports before sending them to SLED CJIS. Through FY 04-05, 197 law enforcement agencies (approximately 72%) have become fully automated and 17 agencies were testing the automation process at the end of the fiscal year.

- *Collaboration results in elimination of duplication.* The Judicial Department and SLED CJIS continue to collaborate in an initiative to eliminate redundant data entry and ensure timely access to arrest warrants and orders of protection. Information from the court case management system will be automatically forwarded to SLED CJIS for NCIC entry and to the SIB for CCH use. In addition, sentencing information will be made available to the Department of Corrections. Initially, this project included Pickens, Greenville, and Richland Counties. Eventually, all counties will benefit from this justice data integration effort. Approximately 25% of all counties were integrated by the end of FY04-05.

- *Customer input results in cooperative effort.* SLED and its prime IT contractor jointly developed a web based access program for NCIC inquiries only called "LEMS.WEB" which allows browser based access to NLETS and NCIC. This inquiry-only capability is available via the Internet at much less cost than using dedicated connectivity and with expanded availability for law enforcement. During FY 04-05, SLED Information Technology staff developed S.NET, a full function program with the ability to enter and query NCIC, NLETS, and DMV. This program is available to law enforcement agencies at no cost.

- *Collaboration produces multi-agency advisory group.* The NCIC Advisory Group includes three chiefs of police, three sheriffs and a resident agent in charge from a federal law enforcement agency and assists CJIS operations by providing counsel to the Chief of SLED regarding modifications of and operating policy for the SLED Criminal Justice Information System. The system includes the Information Technology (IT) Network for intrastate data communications for criminal justice agencies and important interfaces for interstate connectivity through the FBI's NCIC, the National Law Enforcement Telecommunications System (NLETS), and the National Weather Service (NWS). The state NCIC Advisory Group replicates the FBI's national advisory process in which SLED represents the State of South Carolina.

- *Collaborative effort results in success.* The Computer Crime Center, partnering with the U.S. Secret Service and the FBI, uses a combined effort to address computer-related crime in South Carolina. A total of 714 investigations and requests for service involving computer-related crimes such as Internet child pornography, telecommunications fraud, and credit card fraud/theft were addressed during FY 04-05. A plan for response to cyber-terrorism incidents has been completed.

- *Consolidation effort results in success ("one-stop-shop").* In an effort to improve the efficiency of service delivery to external customers, SLED created a "one-stop-shop" for all public service functions at the agency. These functions include Human Resources, Regulatory Services, and Criminal Record Dissemination. Members of the public wishing to obtain information and services from these sections can now visit one location on the SLED Headquarters grounds.

The *Investigative Services'* mission is to provide quality manpower and technical assistance to all law enforcement agencies and to conduct professional investigations on behalf of the state, as directed by the Governor or Attorney General, for the purpose of solving crime and promoting public order in South Carolina. Each department and unit within Investigative Services has experienced major accomplishments in addition to achieving success in their primary missions and goals for the year. Administratively, Investigative Services

continues to examine management issues in an effort to provide customers quality assistance to customers.

- *National averages exceeded.* The Arson/Bomb Unit continues to almost double the national average in arson cases investigated and cleared by arrest.
- *Decentralization continues to result in improved response times.* Realizing the necessity for a rapid response, SLED regionalized the Bomb Squads. Two technicians are equipped and reside in the Piedmont, Pee Dee, Low Country, and Midlands Regions of our state, respectively. Each region is equipped with a robot and bomb detecting K-9. In 2004, the Bomb Squad responded to 328 calls for assistance. The SWAT Team and Bomb Squad have developed strategies and plans, and have implemented training to fulfill SLED's statutory obligation as the law enforcement agency for the state in tactical responses.
- R*equests for investigative services met.* The four regional investigative units are tasked with investigating criminal complaints. The regions responded to 3,783 requests for criminal investigation and assistance. Requests for assistance are received from local, state, and federal levels of law enforcement entities.
- *Responses for assistance critical to success.* The Tactical Services Units provide a statewide response capability in the areas of SWAT, Tracking, and Aviation. The Bloodhound Tracking Team received 89 calls for assistance in the year 2004 and a total of 28 persons were apprehended; fifty percent of these calls for assistance involved weapons. The SWAT Team responded to 24 calls in 2004. The Aviation Unit answered 327 calls for assistance, including requests to locate fleeing felons, mission persons, and others.

The *Community Services*' mission is to enhance community wellness through quality-oriented Community Services programs; promote interaction between law enforcement and the public through community awareness programs; improve communications among all parties affected by law enforcement activities; pursue increased volunteer participation in the South Carolina Law Enforcement Assistance Program (SCLEAP); pursue compliance with rigorous accreditation standards and compliance with statutes, rules and regulations, and agency policy through the continuous inspections of agency practices; assess and monitor agency personnel training needs to ensure appropriate training is received; oversee compliance with alcoholic beverage control statutes and enforcement of underage alcohol laws; conduct covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; regulate private security and private investigation businesses; firearms businesses; investigate applications for alcohol sales businesses to report to the SC Department of Revenue possible community impacts of alcohol sales businesses; conduct background investigations on applicants for state constable commissions and issue recommendations to the Governor's Office concerning commissioning; conduct background investigations on applicants for Concealable Weapons Permits and issue or deny such permits.

- *Legislation results in efficiencies.* Senate bill 654 (CWP Renewal Revisions) eliminates the requirement for submission of a photograph and a set of fingerprints when an existing Concealable Weapons Permit (CWP) holder applies for renewal. This bill was signed by Governor Sanford on June 7, 2005, and became law on that date. Senate bill 659 (Elimination of Pistol Purchase Form) eliminates the requirement for pistol purchasers to fill out a state pistol purchase form. The information collected on the state form is a duplication of the information required on the federal form. Elimination of the state form will result in a cost savings to the agency, and will reduce paperwork requirements for small businesses. This bill was signed by Governor Sanford on June 10, 2005, and became law on that date.
- *Volunteerism and collaboration working well.* The South Carolina Law Enforcement Assistance Program (SCLEAP) was developed as a partnership between SLED, the South Carolina Department of Natural Resources (SCDNR), the South Carolina Department of Public Safety (SCDPS), and the South Carolina Department of Probation, Parole, and Pardon Services (SCDPPPS). However, the most powerful ingredient to the success of the program is the participation of the many volunteer clergymen. The purpose of SCLEAP is to respond to and provide counseling services to all requesting law

enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees. A recently enacted law authorizes addition of a check-off to the South Carolina Income Tax form, which enables citizens to make a monetary contribution to the SCLEAP program. Over $25,000 has been contributed to SCLEAP since the tax check-off program started in 2004. Funds received serve to offset the costs associated with administering the SCLEAP program.

- *Work increases in VICE.* Limited resources in VICE resulted in a 25% reduction in locations checked and inspected. The numbers of seized illegal gambling machines substantially increased from 1,025 in FY 03-04 to 1,551 in FY 04-05; the number of methamphetamine laboratories detected in South Carolina increased approximately 95% from 130 in FY 03-04 to approximately 254 in FY 03-04. The methamphetamine laboratory statistics, received from the Drug Enforcement Administration, have not been finalized for FY 04-05.

- *Requests for regulatory services met.* The Regulatory Services Unit performed / processed over 29,000 investigations and issued and renewed licenses and concealed weapons permits while maintaining staffing at existing levels. All applications and special investigations requested by the Department of Revenue, members of the public, and members of regulated industries were conducted. There are now over 43,000 Concealable Weapons Permit (CWP) holders in South Carolina.

Office of Counter Terrorism – supports the South Carolina Counter Terrorism initiative through planning, research and development of strategy, and coordination of programs, resources, and operational functions essential to the counter terrorism mission. The Emergency Preparedness/Protective Services Unit is charged with coordinating law enforcement emergency planning and preparedness with the appropriate local, state, and federal agencies during emergency situations, and with providing dignitary protection and special event protective detail coordination. The primary goal is information sharing, intelligence analysis, and linking of data. This is accomplished by participation on the South Carolina Joint Terrorism Task Force (JTTF), and use of intelligence received from the US Department of Homeland Security and various other sources. SLED intelligence agents analyze the data and generate intelligence products, which are shared with our counter terrorism partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities.

- *Coordinated effort improves homeland security in South Carolina.* SLED has joined with the Federal Bureau of Investigation and the United States Attorney's Office as partners in the Joint Terrorism Task Force. SLED agents serve as a conduit for information and investigate complaints or actions that relate to Counter Terrorism in South Carolina. SLED agents also serve on Project SeaHawk, a seaport counter terrorism and protection initiative which was initiated in 2003 by the United States Attorney's Office. SeaHawk is a pilot security program located in Charleston, coordinated by the U.S. Attorney's Office, and which leverages expertise from many different agencies including U.S. Customs, the Border Patrol, the U.S. Coast Guard, SLED, the Mt. Pleasant Police Department, the Charleston City Police Department, the Charleston Sheriff's Office, and the North Charleston Police Department. In an effort to streamline operations, the JTTF and SeaHawk sections were moved to the Office of Counter Terrorism in FY 04-05.

- *Plans and strategies developed and exercised.* The Counter Terrorism/Protective Services/Emergency Management Unit, along with the SWAT Team and Bomb Squad, has developed strategies and plans, and has implemented training to fulfill SLED's statutory role as the lead law enforcement agency for the state in emergency responses. In 2004, this unit coordinated and/or staffed security arrangements for 97 special events requiring additional security by SLED agents. Additionally, during FY04-05, this unit presented approximately 53 speeches or training classes, participated in 30 Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) exercises, and conducted numerous critical infrastructure reviews. This unit conducted Department of Homeland Security Buffer Zone Protection Plan (BZPP) training and workshops for a majority of South Carolina's sites during FY 04-05. This unit continues to administer the project for the BZPP and the Statewide Assessment for the State Terrorism

Strategy and is also continues to assist contract support staff with additional training workshops, site visits, and working sessions in support of the BZPP plan.

Office of Homeland Security – oversees the coordination Homeland Security initiatives to include the distribution of federal grant funds received from the U.S. Department of Homeland Security; completion of the State's 2003 Homeland Security Strategy and Assessment; and timely award and reimbursement of Homeland Security grant funds to local and state entities.

- *Collaboration critical to success of homeland security initiative.* On July 31, 2003, Governor Sanford signed a new law that added coordination of South Carolina's counter terrorism effort, coordination of homeland security grants, creation of counter-terrorism councils, and service as the Governor's representative to the United States Department of Homeland Security to SLED's mission. This new law codified SLED's role as the official operational authority in the counter terrorism effort to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. A State Counter Terrorism Coordinating Council, Committees of the Council, and Regional Counter Terrorism Councils and county needs assessment committees have been established. These state and local counter terrorism councils have been instrumental in the timely expenditure of federal homeland security funds.

- *Continued input from local agencies result in timely grants distribution.* As recommended by the State Counter Terrorism Coordinating Council and as outlined in the 2003 State Homeland Security Assessment and Strategy, approximately $95 million dollars have been allocated on the state, regional, and local levels to enhance port security, provide an Urban Search and Rescue (USAR) capability, train and equip local, regional, and state agro-terrorism response teams, provide Personal Protection Ensembles (PPE) for law enforcement and emergency medical personnel, provide 800 Megahertz (MHz) radios for communications interoperability, fund decontamination equipment in each county, enhance county Emergency Operations Centers, develop and provide training and exercises, and enhance regional Chemical, Ordnance, Biological, and Radiological (COBRA) teams. In 2004, the Department of Homeland Security recognized South Carolina's Homeland Security grants distribution process as a "Best Practice".

Administration is responsible for providing timely, efficient, and quality administrative support to internal and external customers. Many successes have resulted in close monitoring of expenditures and intense scrutiny of requests for purchase.

- *Customer satisfaction survey results remain positive.* The agency continues to receive valuable input and positive feedback from its key customers.

- *Small changes result in continued gains.* Reduction of facilities temperatures in winter and an increase in facilities temperatures in summer in all SLED facilities, replacement of energy-inefficient equipment, enforcement of a strict travel policy, and consolidation of three communications devices into one have resulted in continued savings during the period. Costs of procuring and maintaining selected laboratory equipment was reduced in excess of $100,000.

3. *The major challenges facing the State Law Enforcement Division in the future are directly related to the current economic environment.*

- *Revenues are being closely monitored.* SLED continues to closely monitor revenues. Other funds have become critical to the agency's operation and represent approximately 24% of the total. These funds are critical to maintaining a basic level of law enforcement services.

- *Uncertain future of federal funds for the Forensic Services Laboratory and the Computer Crime Center cause concern.* SLED continues to pursue federal funds to offset current equipment needs and upgrades. Federal funds currently make up approximately 24% of the agency's budget. During this period, SLED was successful in receiving federally funded projects to meet some of its equipment and other needs; however, indications are that federal funds for current concerns may not be available in the future.

- *Gasoline prices continue to impact the agency.* SLED continues to struggle with the rising gasoline prices. Gasoline costs for FY04-05 were approximately $201,488 more than the prior year.
- *Increase in methamphetamine laboratories statewide.* SLED continues to battle the methamphetamine problem in South Carolina and is requesting assistance from the General Assembly to address this issue.
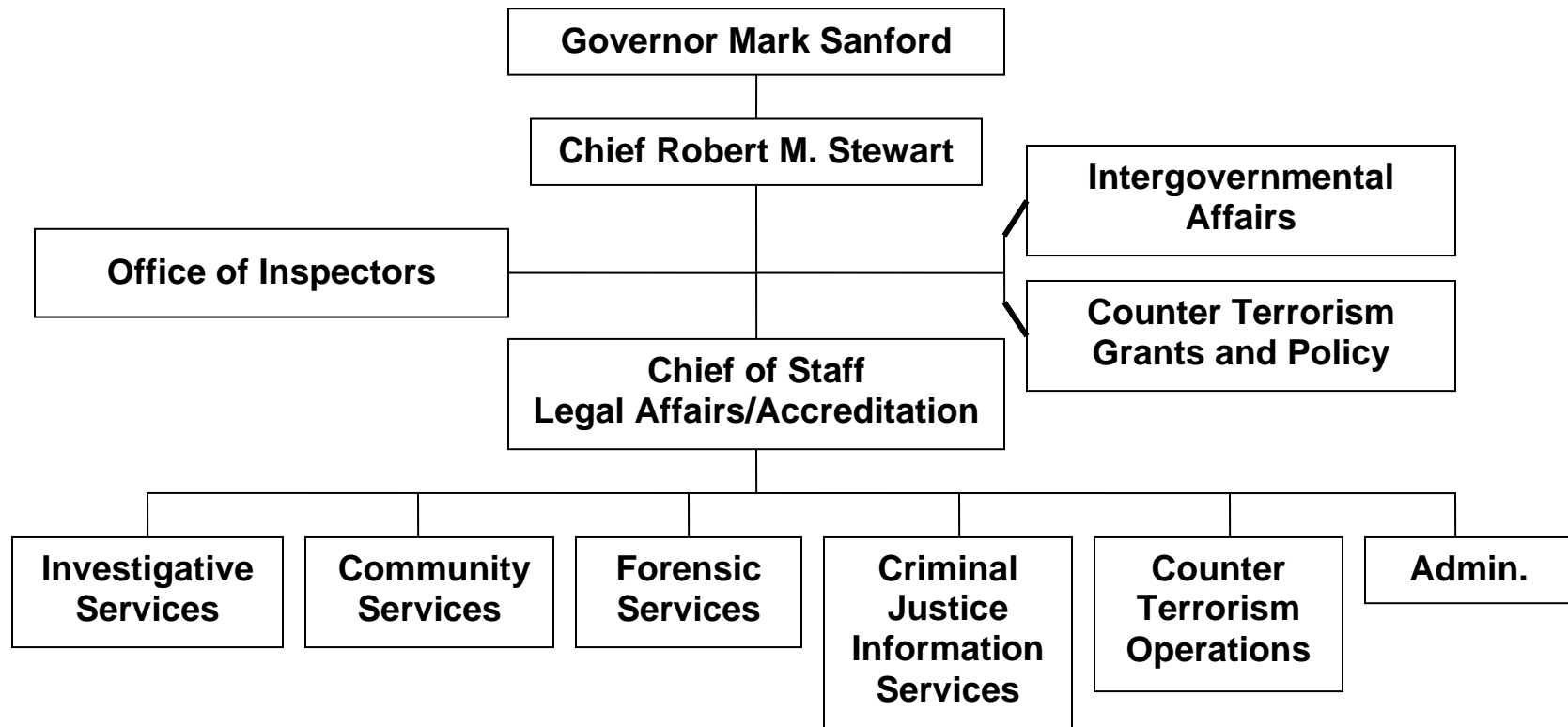
4. Key Strategic Goals

- *The agency's primary goal* is to provide a basic level of law enforcement resources to all areas of South Carolina. SLED continues to offer technical services and manpower assistance to other law enforcement agencies throughout South Carolina when requested. These services are provided to local, state, and federal entities throughout the state at no cost, allowing the request for critical services to be first and foremost. An equal level of law enforcement resources must be provided on a statewide basis.
- *Continue to aggressively pursue federal funding.* The agency will continue to work with the South Carolina delegation and the federal appropriations committee in an effort to secure federal funding for the Forensic Laboratory, the Computer Crime Center, and the Criminal Justice Information System.
- *Continue 100% review of expenditures.* All requests for expenditure of agency funds are closely scrutinized for criticality and need.
- *Continue to search for innovations.* SLED will continue to pursue innovations and initiatives that enhance the safety of our citizens and improve the collective efforts of statewide law enforcement and criminal justice systems. SLED is working with sheriffs and chiefs of police to provide needed services, while other duplicative services are reduced or eliminated.
- *Continue to address compensation and retention issues.* During FY 04-05, SLED experienced the departure of highly trained and experienced personnel who left the agency for higher salaries in similar law enforcement capacities. The General Assembly funded a pay increase for the officers in the agency, thus enabling SLED to compete for and retain quality law enforcement personnel.
- *Comply with statutory mandates.* SLED will continue to address all statutory requirements, regulatory requirements, and policies and procedures.
- *Continue to promote equal employment opportunities.* Ensuring our workforce is representative of the citizens we serve will continue to be a top priority. The agency will continue to evaluate and address these issues and, when appropriate, make the necessary proposals for legislative consideration.
- *Address growing law enforcement technology needs.* During the next several years, SLED will be faced with a significant challenge to meet existing and growing information technology needs. Continual effort must be placed on providing the state's criminal justice community appropriate and timely information relating to criminal records, wanted persons, and stolen property. Additional emphasis will be placed upon the use of advanced information technology to provide efficient and effective services to the citizens of the State. Plans and funding initiatives continue to evolve to meet these new technological challenges over the next several years.

Section II – Business Overview

1. *Number of Employees: SLED Organizational Chart.*
    Authorized FTEs: 597
    Filled FTEs: 524

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| Investigative Services | Community Services | Forensic Services | Criminal Justice Information Services | Counter Terrorism Operations | Admin. |

2. Operation Locations

SLED Headquarters is located on Broad River Road in Columbia, S.C. – SLED also has four regional offices serving four areas of the state and includes the Piedmont, Low Country, Midlands, and Pee Dee. These offices are located in Greenville, Charleston, Columbia, and Florence, respectively.

3. Appropriations/Expenditures Chart

Accountability Report Appropriations/Expenditures Chart
Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	$20,736,982	$19,978,706	$21,164,124	$20,180,038	$22,012,192	$20,666,803
Other Operating	$16,244,524	$732,981	$23,876,038	$1,529,431	$23,059,128	$4,456,883
Special Items	$2,433,026	$158,479	$742,985	$122,720	$924,021	$234,407
Permanent Improvements						
Case Services						
Distributions to Subdivisions	$5,673,762		$30,053,168			
Fringe Benefits	$6,610,383	$6,267,880	$6,562,252	$6,189,282	$6,717,190	$6,311,868
Non-recurring			$1,955,389			
Total	**$51,698,677**	**$27,138,046**	**$84,353,956**	**$28,021,471**	**$52,712,531**	**$31,669,961**

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Supplemental Bills	N/A	N/A
Capital Reserve Funds	N/A	N/A
Bonds	N/A	N/A

4. *Major Program Areas (see chart below)*

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures		FY 04-05 Budget Expenditures		Key Cross References for Financial Results*
I Administration	Provide timely, efficient, and quality administrative support to internal and external customers.	**State:** 1,878,447 **Federal:** 528,385 **Other:** 528,913 **Total:** 2,935,745 **% of Total Budget:**	5.68%	**State:** 2,316,715 **Federal:** 587,034 **Other:** 929,909 **Total:** 3,833658 **% of Total Budget:**	7.06%	See Category 7 Pgs. 47-59
II A. 1. Regions	Services include field investigations of major felony crimes and child fatalities, fugitive investigations, special event assistance and sequestered jury security details.	**Federal:** 3,252,609 **Other:** **Total:** 30,062 **% of Total Budget:** 3,282,671 **% of Total Budget:**	6.35%	**State:** 4,043,041 **Federal:** **Other:** 42,617 **Total:** 4,085,657 **% of Total Budget:**	7.52%	See Category 7 Pgs. 47-59
II A. 2. Drug Enforcement	This section changed to VICE in FY 04-05	**State:** 621,408 **Federal:** 170,441 **Other:** 193,094 **Total:** 984,943 **% of Total Budget:**	1.91%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**		Changed to VICE
II A. 3. Arson/Bomb	This unit maintains technical equipment and specialized K-9's to detect accelerants and explosives. Provides bomb and explosive disposal services.	**State:** 1,103,902 **Federal:** **Other:** 10,664 **Total:** 1,114,566 **% of Total Budget:**	2.16%	**State:** 1,398,414 **Federal:** **Other:** 42,575 **Total:** 1,440,989 **% of Total Budget:**	2.65%	See Category 7 Pgs. 47-59
II A. 4. Vehicle Theft	Improve the safety of people and property. Conducts investigations pertaining to vehicle thefts, fraudulent drivers licenses and counterfeit titles.	**State:** 718,938 **Federal:** **Other:** 4,610 **Total:** 723,548 **% of Total Budget:**	1.40%	**State:** 1,049,211 **Federal:** **Other:** 5,068 **Total:** 1,054,278 **% of Total Budget:**	1.94%	

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures		FY 04-05 Budget Expenditures		Key Cross References for Financial Results*
II A 5. State Grand Jury	Provides multi-jurisdictional investigations into narcotics and dangerous drug violations, public corruption, securities fraud, pornography and computer crimes.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	446,416 96,771 543,187 1.05%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	633,156 120,060 753,215 1.39%	See Category 7 Pgs. 47-59
II A. 6. Child Fatality	Provides extensive investigative and technical assistance of child fatalities and felony crimes to local, state, and federal law enforcement.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	127,879 1,501 129,380 0.25%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	177,600 2,706 174,306 0.32%	See Category 7 Pgs. 47-59
II A. 7. Alcohol Enforcement	This unit changed to VICE.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	1,012,102 402,713 1,414,815 2.74%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**		Changed to VICE
II A. 8. Protective Services	Provides manpower and technical assistance to local, state and federal agencies protective assignments for special events which include natural disasters, emergency situations, terrorist events, and homeland security operational initiatives.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	441,955 2,269,294 14,903 2,726,152 5.27%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	582,172 5,535,014 12,175 6,129,362 11.29%	See Category 7 Pgs. 47-59
II A 9. Missing Persons	Provides and distributes timely and accurate information regarding AMBER Alerts and missing persons to local, state and federal law enforcement agencies, in an effort to recover missing persons. Works with the National Center for Missing and Exploited Children.	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	646,219 13,327 659,545 1.28%	**State:** **Federal:** **Other:** **Total:** **% of Total Budget:**	817,237 29,765 847,001 1.56%	See Category 7 Pgs. 47-59

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 03-04 Budget Expenditures		FY 04-05 Budget Expenditures		Key Cross References for Financial Results*
II A. 10. Support Services	Provides psychological profiling services, prepares court exhibits, computer aging and skull reconstruction, conducts polygraph examinations for criminal matters statewide, and provides tactical operations, insurance fraud investigations and other related services.	**State:** 3,281,753 **Federal:** 4,314,657 **Other:** 2,419,061 **Total:** 10,015,471 **% of Total Budget:** 19.37%		**State:** 4,739,422 **Federal:** 1,061,477 **Other:** 4,496,395 **Total:** 10,297,294 **% of Total Budget:** 18.96%		See Category 7 Pgs. 47-59
II A. 11. VICE	This unit is responsible for the enforcement of narcotics, alcohol-related, and lottery laws, and provides background investigations for alcohol licenses. Provides timely, efficient assistance for local, state, and federal law enforcement.	**State:** **Federal:** **Other:** **Total:**		**State:** 1,829,811 **Federal:** 146,270 **Other:** 1,275,561 **Total:** 3,251,642	5.99%	Narcotics & Alcohol Enforcement were Combined as VICE
B Forensic Services	Provides comprehensive laboratory services, technical forensic assistance, and expert witness testimony for local, state, and federal law enforcement and prosecution entities.	**State:** 3,637,712 **Federal:** 874,993 **Other:** 972,244 **Total:** 5,484,950 **% of Total Budget:** 10.61%		**State:** 5,489,228 **Federal:** 1,311,645 **Other:** 919,982 **Total:** 7,720,855 **% of Total Budget:** 14.22%		See Category 7 Pgs. 47-59
C. Crime Information	Provides computer crime analysis and criminal justice information needed to prevent crime, solve cases, recover property, and identify and apprehend criminals.	**State:** 2,804,351 **Federal:** 2,216,434 **Other:** 2,973,485 **Total:** 7,994,271 **% of Total Budget:** 15.46%		**State:** 3,641,662 **Federal:** 4,070,511 **Other:** 5,364,432 **Total:** 13,076,605 **% of Total Budget:** 24.08%		See Category 7 Pgs. 47-59
D. Regulatory	Responsible for the control and regulation of security and private detective licensing, licenses and regulates retail firearms dealers, issues weapons permits,	**State:** 896,475 **Federal:** 43,959 **Other:** 464,853		**State:** 1,309,804 **Federal:** 53,431 **Other:** 272,690		See Category 7 Pgs. 47-59

	and state constable commissions.	**Total:** 1,405,288	**Total:** 1,635,926
		% of Total Budget: 2.72%	**% of Total Budget:** 3.01%
III Employer Contribution	Provide health insurance and retirement benefits to SLED employees.	**State:** 6,267,880 **Federal:** 95,589 **Other:** 246,915 **Total:** 6,610,383	**State:** Spread in **Federal:** Major **Other:** program **Total:** areas
		% of Total Budget: 12.79%	**% of Total Budget:** 0.00%

Remainder of Expenditures: Distribution to other agencies(federal homeland security monies)	**State:** **Federal:** 5,673,762 **Other:** **Total:**	**State:** **Federal:** 30,053,167 **Other:** **Total:**
	% of Total Budget:	**% of Total Budget:**

* Key Cross-References are a link to the Category 7 - Business Results. These references indicate a chart number in the 7th section of this document.

Below: List any programs not included above and show the remainder of expenditures by source of funds.

SLED received **$30,053,167** pass through money from the Federal Homeland Security Program to distribute to other agencies in FY04-05.
These monies are not a part of SLED's operating budget.

5. Key Customers

Key customers of the South Carolina Law Enforcement Division are the Governor, Attorney General, local, state, federal law enforcement and judicial agencies, other state and federal agencies, citizens of South Carolina, elected officials, and our employees. However, each department has specific customers in each respective area outlined below:

Forensic Services Laboratory - All laboratory sections serve local, state, and federal criminal justice agencies, coroners and solicitors. A significant function of laboratory sections also involves the support of other laboratory and non-laboratory departments at SLED.

Criminal Justice Information System (CJIS) – Police and Prosecutors are the primary CJIS customers, and are the group that created initial demand for CJIS services. Local, state, and federal law enforcement and other criminal justice agencies, including corrections and probation agencies; military and civilian agencies involved with national defense or security; academic, regulatory, and licensing agencies; and private citizens use CJIS services and products.

Investigative Services – The major external customers include, but are not limited to elected officials, the Governor, Attorney General, Sheriffs, Chiefs of Police, Coroners, Prosecutors, Judges, and citizens of South Carolina.

Community Services – Major customers include local, state, and federal law enforcement and other criminal justice agencies, including the Department of Revenue, the South Carolina Department of Corrections and South Carolina Department of Probation, Pardon and Parole Services, and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS); and SLED employees; elected officials, and; businesses applying for new and renewal commissions, licenses, permits and registrations.

Office of Counter Terrorism and *the Office of Homeland Security Grants*– Major customers include, but are not limited to, local, state, and federal law enforcement agencies, first responder agencies, emergency managers, the South Carolina Department of Health and Environmental Control, state and regional counter terrorism coordinating councils, US Department of Energy, US Attorney, Attorney General, elected officials, private sector partners, the citizens of South Carolina and other entities critical to the success of counter terrorism initiatives and homeland security.

6. Key Suppliers

Key suppliers of the State Law Enforcement Division are the Governor, the Attorney General, local, state, and federal law enforcement and judicial agencies, other state and federal agencies, citizens of South Carolina, elected officials, and our employees. However, each department has specific suppliers that are outlined below:

Forensic Services Laboratory - The key suppliers of the SLED Forensic Services Laboratory are local, state, and federal criminal justice agencies and coroners who utilize these services.

Criminal Justice Information System (CJIS) - The key suppliers of the SLED Criminal Justice Information System are local, state, and federal law enforcement and other criminal justice agencies, including courts, corrections, and probation agencies.

Investigative Services -The key suppliers of the SLED Investigative Services, due to the nature of law enforcement, are the same as the major external customers.

Community Services - The key suppliers of the SLED Community Services Unit include, but are not limited to, local, state, and federal law enforcement and other criminal justice agencies, including the SC Department of Revenue, the South Carolina Department of Corrections, the South Carolina Department of Probation, Pardon and Parole Services, and the South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS), SLED employees, elected officials, businesses applying for new and renewal commissions, licenses, permits and registrations; and the citizens of South Carolina.

Office of Counter Terrorism - Key suppliers are local, state, and federal law enforcement agencies, first responder agencies, emergency managers, the Department of Health and Environmental Control, state and regional counter terrorism coordinating councils, US Department of Energy, US Attorney, SC Attorney

General, elected officials, private sector partners, the citizens of South Carolina and other entities critical to the success of homeland security and counter terrorism initiatives.

7. Description of Major Products and Services

Forensic Services Laboratory is composed of nine departments that assist criminal justice agencies, maintain equipment, process evidence, provide laboratory reports, and/or furnish court testimony in matters related to laboratory work. Services are provided only for criminal and not civil matters.

> DNA – performs serological and DNA analysis of biological evidence, maintains Combined DNA Indexing System (CODIS) Database.
> Drug Analysis – analyzes non-biological evidence for controlled substances.
> Evidence – receives and processes evidence for the laboratory.
> Firearms – examines firearms, tools, and related evidence, maintains Integrated Ballistic Identification System (IBIS).
> Implied Consent – maintains breath alcohol testing devices and videotaping systems.
> Latent Prints – develops and identifies latent fingerprints and processes crime scenes, contributes to the Automated Fingerprint Identification System (AFIS) database.
> Questioned Documents/Photography – examines authenticity of documents in question and provides photographic services to SLED and other agencies.
> Toxicology – analyzes biological fluids/tissues for alcohol, drugs, and poisons.
> Trace Evidence/Arson Analysis – analyzes fibers, paints, gunpowder/gunshot residue, and explosives; analyzes fire debris for the presence of petroleum accelerants.

Criminal Justice Information System (CJIS) - Major processes and services produced by CJIS include: fingerprints, both rolled and flat, and personal identifying data taken from subjects following arrest, correctional commitment, or supervision; corresponding records of offenses and dispositions; records of persons who are convicted sex offenders or violent predators, including photographs; records of persons wanted for criminal offenses; records of stolen property; records of orders of protection from domestic abuse; and records of criminal organizations. The Computer Crime Center investigates computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. This unit has developed a plan for response to cyber-terrorism incidents; any such response would take place in coordination with the agency's critical incident response plan.

Investigative Services - The departments and units that comprise Investigative Services are separated into functional areas in order to provide specialized services. The general capabilities of each unit are as follows:

Investigative Services' major products and services include:

> The Arson/Bomb Unit maintains technical equipment and specialized K-9's to detect accelerants and explosives and provides bomb and explosive disposal services.
> The Forensic Art Unit prepares court exhibits and sketches composites, conducts computer aging, and provides skull reconstruction.
> The Polygraph Section conducts polygraph examinations for criminal matters statewide.
> The Behavioral Science Unit provides psychological profiling and threat assessments.
> The Tactical Units provide tactical support upon request. The Tactical Unit includes Bloodhound tracking, a SWAT Team, and Aviation support.
> The four Regional Investigative Units include field investigations of major felony crimes and child fatalities, fugitive investigations, special event assistance and sequestered jury security details.

Community Services – Community Services Units have the capabilities and services to reach all communities in the state through the areas of alcohol enforcement/licensing/training for businesses and local law enforcement, victim/witness assistance, chaplain services, and the internship program. The units also investigate applications

for and issues state constable commissions; investigates and acts on violations of law and policy by commissioned constables, licensed businesses and registered individuals for private security and private investigation businesses; investigates applications for, and issues and maintains records of Concealable Weapons Permits; issues, maintains records of, and regulates activities of firearms dealers; issues and maintains records of Special Weapons Permits and investigates applications for alcohol sales licenses and permits as requested by the South Carolina Department of Revenue; conducts covert investigation of illegal activities pertaining to the interdiction of narcotics and other illicit substances; and operates a firearms tracing program to aid criminal investigations by federal, state, and local law enforcement agencies.

Office of Counter Terrorism - The Office of Counter Terrorism is charged with the responsibility for planning and making law enforcement specific preparations relating to natural disasters, coordinating security for transportation of hazardous materials shipments, and coordinating security for special events. This unit is the responsible authority to ensure the Division's compliance operationally with Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8 as they relate to the Incident Command System/National Incident Management System. It further provides representation to both the State Counter Terrorism Coordinating Council and the four (4) Regional Counter Terrorism Coordinating Council's for operations purposes. It also coordinates the Division's information sharing through the fusion center. This office also coordinates intelligence gathering and analysis with state and federal agencies. The Intelligence/Missing Persons provides and distributes timely and accurate information regarding missing persons and AMBER Alerts to local, state and federal law enforcement agencies; transportation agencies; broadcasters; the emergency alert system; etc. in an effort to recover missing and abducted children and vulnerable adults.

Office of Homeland Security – This section oversees the coordination Homeland Security initiatives to include the distribution of federal grant funds received from the U.S. Department of Homeland Security; completion of the State's 2003 Homeland Security Strategy and Assessment; and timely award and reimbursement of Homeland Security grant funds to local and state entities.

8. Organizational Structure (see Section II, item 1 – pg. 9)

Section III - Elements of Malcolm Baldridge Award

Category 1 – Leadership

The SLED philosophy creates an organizational environment in which its mission is realized through excellence in leadership. This environment is created through implementation of the mission statement. The South Carolina Law Enforcement Division requires that its leaders provide organizational vision to agency members and the people they serve through a positive attitude and an unparalleled desire to fulfill their mission and goals, and which are demonstrated by continuous commitment to improvement of the agency and the services they provide; hands-on, day-to-day leadership which allows closeness to the essential activities of the agency and to the people performing them; and, professionalism and dedication that provides reinforcement and support to those individuals who offer contributions to a work environment that reflects dedication to agency values.

The SLED leadership team creates an enthusiastic and dedicated commitment within their fellow employees toward accomplishing the agency mission by promoting the desire in all department members to put forth their best effort by recognizing and celebrating their individual contributions; and, recognizing that more can be accomplished when individual actions are taken cooperatively rather than separately.

The senior leadership team at SLED maintains fiscal, legal, and regulatory accountability by:
- Reviewing agency policies regularly to ensure compliance
- Holding routine meetings to share department progress and concerns
- Reviewing financial reports internally and informally auditing to validate internal controls
- Reviewing provisos annually to certify applicability
- Meeting with Captains periodically to update agents on law enforcement matters and changes in policies
- Conducting periodic internal inspections prior to formal review for re-certification to meet national CALEA and ASCLD/LAB standards
- Seeking procurement re-certification annually to show compliance in procurement procedures
- Performing personnel evaluations on all personnel as directed by state HRS standards
- Encouraging continuing education training, as allowed by budgetary constraints
- Use of electronic communication methods for efficient communications
- Weekly review of case management to address current issues
- Review of legal matters by Chief of Staff
- Conducting one hundred percent review of all purchase requests

The primary responsibility of the leadership team is to provide law enforcement and support services to the people they serve by acknowledging the needs of those they serve, by demonstrating a willingness to be of service and, by ensuring that all members of the agency understand the importance of their individual roles towards the accomplishment of the agency's mission. The leadership team within the South Carolina Law Enforcement Division is very involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

Chief Robert Stewart has been the director since 1988 and has been with the agency as an agent since 1975. Senior staff consists of Chief Robert Stewart; Executive Assistant for Intergovernmental Affairs, Cynthia Konduros; Executive Assistant for Counter Terrorism Grants and Policy, Stan McKinney; Chief of Staff /Legal Counsel Major Mark Keel; Majors McKinley Weaver - Community Services, Carlton Medley - Investigative Services, Joseph Vaught - Forensic Services, Carlotta Stackhouse - Criminal Justices Information System, and Ben Thomas – Counter Terrorism Coordinator; Director of Administration, Rosetta Johnson; and Inspectors

Stacy Drakeford and Richard Hunton. This group provides leadership and direction needed to carry out the mission, goals, objectives, strategic plan, and resource management initiatives for SLED. Senior leadership within the South Carolina Law Enforcement Division is intimately involved in guiding the organization in setting direction, seeking future opportunities, and monitoring performance excellence.

Senior leadership is responsible for ensuring that SLED remains one of the nation's premier law enforcement agencies, receiving and maintaining the coveted accredited status for both the forensic laboratory and the agency as a whole. Maintenance of accredited status is proof that Chief Stewart and his leadership team ensure SLED personnel are informed and educated regarding SLED policy, procedures and practices. SLED has been continuously accredited by the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) since 1994. CALEA and ASCLD/LAB dictate maintenance of and compliance with written directives and the required instruction of personnel regarding policy, procedures and practices. The agency and the employees are required to establish, implement, and comply with approximately 330 written standards to achieve and retain CALEA accreditation and approximately 140 criteria to achieve and retain ASCLD/LAB accreditation. The agency was first accredited by CALEA in 1994, re-accredited in 1999 and 2002, and achieved re-accreditation again in 2005.

Also in 2005, SLED was the first state criminal investigative agency in the nation to be designated as a CALEA Flagship Agency. The Flagship Agency program acknowledges the achievement and expertise of some of the most successful CALEA Accredited public safety agencies, and also provides "flagship examples" to assist other agencies. In September 2004, in addition to achieving ASCLD/LAB reaccreditation of the Forensics Laboratory, the Latent Prints section sought and achieved, for the first time, accreditation by ASCLD/LAB. The DNA Department continues to maintain compliance with DNA Advisory Board (DAB) standards. SLED must undergo extensive scrutiny by outside inspection teams that audit agency maintenance, implementation, and compliance with all standards. If the agency fails to meet these strict standards, accredited status is lost. Re-accreditation by these organizations requires a complete review of the agency and laboratory, respectively, including on-site inspections by the inspection teams.

Accreditation provides objective evidence from external peers of an agency's commitment to excellence in leadership, resource management, and service delivery resulting in governmental officials being more confident in the agency's ability to operate efficiently and meet community needs.

Senior leadership reviews written directives, policy, procedures, and practices with agency personnel on an ongoing basis. The process for ensuring agent understanding and knowledge of agency policy and procedures has been in place since 1994. In addition, continuous training is provided to ensure agents are updated with court rulings and statutory changes. Further training is required to maintain proficiency levels in the areas of tactical response, interpretation of law, vehicle operations, and forensic sciences. Empowering employees with critical information allows them to make informed decisions regarding agency mission, operations, principles, policies, practices, goals, and objectives.

SLED continues to work with other state law enforcement agencies to increase inter-agency coordination. This facilitates a team-oriented approach to statewide law enforcement initiatives, reduces duplication of services, and ensures maximum use of the state's limited resources. This combined cooperative effort creates a positive environment for increased efficiency.

Senior leadership at SLED supports the accreditation initiative statewide and nationally by providing staff assistance to other law enforcement agencies seeking accreditation. SLED has 13 trained accreditation experts on staff that are available to travel throughout South Carolina and the nation to provide accreditation evaluation. These individuals are trained to provide assistance to those agencies seeking CALEA and ASCLD/LAB

accreditation

SLED also partners with law enforcement associations both statewide and nationally. Our collaboration with state partners includes the South Carolina Sheriffs' Association; South Carolina Police Chief's Association, and the South Carolina Law Enforcement Officer's Association. In addition, SLED continues to work with the South Carolina Victims Assistance Network (SCVAN) and Mothers Against Drunken Driving (MADD) to implement preventive measures. SLED works closely with other state governmental agencies which include, but are not limited to, the Budget and Control Board, Department of Revenue, Department of Alcohol and Other Drug Abuse Services, the Department of Corrections, the Department of Probation, Parole and Pardon Services, the Department of Education, the Department of Natural Resources, the Attorney General, the Adjutant General, the Department of Public Safety, the Department of Social Services, the Department of Health and Environmental Control, the Department of Juvenile Justice and the Department of Transportation. Chief Stewart is a member of many state and federal law enforcement committees and commissions directed at increasing coordination, cooperation, and sharing of information and expertise. Those committees, commissions, councils, and advisory boards include:

- South Carolina Counter Terrorism Coordinating Council;
- South Carolina Law Enforcement Training Council;
- South Carolina Law Enforcement Officer Safety Review Task Force;
- South Carolina Safe School Task Force;
- Child Fatality Advisory Board;
- South Carolina Prosecution Coordination Commission;
- South Carolina Law Enforcement Hall of Fame Committee;
- South Carolina Sentencing Guidelines Commission;
- State Emergency Response Commission;
- South Carolina Public Safety Coordinating Council;
- Federal Law Enforcement Coordinating Committee;
- Federal Drug Task Force District Coordinating Committee;
- South Carolina Advisory Victim Services Coordinating Committee;
- South Carolina Attorney General's Task Force on Victimization;
- National White Collar Crime/Cyber-crime Advisory Board;
- Violent Crime Task Force Executive Coordinating Committee;
- Regional Expert, Technology Transfer Program, Office of National Control Policy, Counter-drug Technology Assessment Center;
- South Carolina Department of Education's Persistently Dangerous Schools Committee.

Category 2 – Strategic Planning

SLED developed a strategic plan which outlined major challenges and strategies, both short and long-term, for addressing these issues. Specifically, since September 11, 2001 complex demands for services and declining public resources have required that the South Carolina Law Enforcement Division carefully research operational alternatives and methodically assess the need for limited resources. Key action plans are outlined in the Strategic Planning chart which starts on page 21.

SLED has a current multi-year plan which includes long-term goals and operational objectives, anticipated workload and population trends, anticipated personnel levels, anticipated capital improvements and equipment needs, and provisions for review and revision as needed. The planning process and its end product are essential to effective agency management. The agency has a clear written articulation of goals and objectives and a plan for achieving them. The strategic plan covers successive years beyond the current budget year and contains

provisions for frequent updating.

Development of the SLED strategic plan, action objectives, and performance measures includes bidirectional flow of information from both internal and external customers. Information received by senior leadership is incorporated into these items, as appropriate, and as economically feasible. Communication and deployment of these objectives, plans, and measures is accomplished through written policies and procedures, regular meetings with sworn and non-sworn personnel, formal and informal training activities, and with written memoranda, as appropriate.

CALEA directs that the agency must have a system for evaluating the progress made toward the attainment of goals and objectives. Further, a written directive requires the formulation and annual updating of written goals and objectives for the agency and for each organizational component within the agency. SLED requires the formulation, annual updating, and distribution of the written goals and objectives to members of SLED. The responsibility for the final preparation of goals and objectives rests with the Chief of Staff/Legal Counsel with input from all personnel levels. Once per year, the leadership of the agency offers all members the opportunity to contribute ideas or suggestions pertaining to goals and objectives, which are then reviewed and evaluated for inclusion. A final copy of the goals and objectives is available for all members to examine. An annual evaluation stating the progress made toward the attainment of goals and objectives is required from each functional area and is reported to the Chief.

In development of the strategic plan, SLED solicits and uses input from its customers when setting its course for agency services and resource allocation. Information collected from our primary customers through our survey and routine discussions is used to identify demand, and determine strengths and weaknesses of agency services. With this information, the leadership of the agency is best able to develop a strategic plan with realistic goals and objectives that sets agency direction, ensures proper resource allocation, and targets opportunities for improvement. Providing quality services and tactical assistance to other law enforcement agencies is not only the primary mission of SLED but also allows the agency, in conjunction with other local, state, and federal law enforcement agencies, to work diligently toward the overall goal of ensuring that citizens are confident in the safety of their surroundings.

In planning for the 21st century, the leadership of SLED has developed a strategic plan covering fiscal years 2003-2004 through 2007-2008. Our current public safety environment and the actions the agency plans to take in anticipation of future changes to this environment are included in our strategic plan. SLED's strategic direction includes the use of technology to give our customers the best possible crime information and evidence analysis, the targeting of investigative resources to solve and prevent crimes, and involvement of the criminal justice community, as well as the public, in developing quality training for SLED officers.

SLED Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures
Counter Terrorism II.A.(8)	Provide timely, efficient, and quality coordination and management of state Counter Terrorism resources; provide manpower and technical assistance to local, state	Equip staff with computer software and related items; Acquire GIS capability and training for staff and other units critical to Counter Terrorism	350 Agents trained in Counter Terrorism; specialized training to 37 agents; 30 CBRNE exercises and nuclear plant reviews; 50 meetings; 50 speaking engagements; 87

	and federal agencies during natural disasters, emergency situations and terrorist events.	WMD response; equip staff with Power Point tools.	special events
Missing Persons II.A.(9)	Provide and distribute timely and accurate information regarding missing persons to local, state and federal law enforcement agencies; transportation agencies; broadcasters; the emergency alert system; etc. in an effort to recover missing and abducted children and vulnerable adults.	Continue to provide missing persons information for dissemination; and provide statewide AMBER Alert triggering mechanism	To date, nine (9) AMBER alerts have been triggered.
Investigative Services II.A.(1)(6)	Provide timely, efficient and quality manpower and technical assistance for local, state, and federal law enforcement, prosecutorial and judicial entities.	During the FY04-05, a law enforcement personnel salary review was completed by the State Budget and Control Board. The results of this study were substantially funded by the General Assembly. This funding will assist the agency in its recruitment and retention efforts. This unit seeks to develop in-house training programs to meet critical needs and enhance job performance; explore no cost or low cost educational opportunities; explore cost of professional organization membership in key specialty fields; determine cost to digitize existing case files and investigative records for the Division; conduct an assessment in the	*SLED Investigative Services* – responded to approximately 3,800 requests for criminal investigations statewide; including 188 fugitive cases, arresting 157 fugitives. Assisted in over 87 special events requiring substantial numbers of manpower assets and technical support using communications and aviation resources. *Arson/Bomb* unit – investigated an average of $2.8 million in property losses in 2004. The unit strives to continue to exceed the national average for arson cases cleared by arrest. During 2004, this unit conducted a total of 582 arson/bomb investigations, of which over 30% were cleared by arrests; this is almost double the national average of 16%. The regionalized Bomb unit continues to rapidly respond to requests (24/7) to defuse explosive

			devices.
		component areas of Investigative Services; re-assign agents to identified areas of need; and pending funds, hire into vacancies if necessary; conduct survey to determine customer needs and satisfaction.	*State Grand Jury and Insurance Fraud Unit* – opened or investigated over 700 state grand jury or insurance fraud investigations; 59 convictions and 38 civil remedies resulted from the insurance fraud unit's investigations (ranking 2nd nationally in convictions); *Tactical Units* - In 2004, the Tracking Team responded to 89 calls and 28 persons were apprehended. The Fugitive Task Force opened 188 cases and arrested 157 fugitives. The SWAT Team responded to 24 calls in 2004. The Aviation Unit responded to 327 requests for service. *Special Operations* - conducted 856 polygraph tests in 2004; 79 requests for psychological profiling were received (of which 50 were threat assessments). The Forensic Art unit prepared 118 composite sketches, 4 facial reconstructions, and generated 19 graphics for criminal prosecution/courtroom presentation purposes.
Forensic Services II.B	Provide timely, efficient and quality manpower and technical forensic assistance and expert witness testimony for local, state, and federal law enforcement and prosecutorial entities.	Increase staffing levels in the DNA Analysis Department to meet increased demands for analysis for both criminal casework and convicted offender samples. Begin procurement process	A total of eleven (11) new FTEs were added in the DNA section during FY 04-05, changing the staffing level from 10 to 21 employees. The Request for Proposal (RFP) for a new Laboratory Information Management

		for new Laboratory Information Management System (LIMS). Maintain accreditation from the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) Legacy program. Continue to maintain compliance with the DNA Advisory Board (DAB) standards. Begin preparing the laboratory for accreditation through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) International program.	System (LIMS) was prepared and published. The Forensic Services Laboratory was re-accredited by the American Society of Crime Laboratory Directors/ Laboratory Accreditation Board (ASCLD/LAB) in September 2004. As a result of this inspection process, the Crime Scene Processing discipline was added to the list of accredited laboratory disciplines. The DNA section was again found in compliance with DNA Advisory Board (DAB) standards. Fifteen (15) departmental supervisors and technical leaders successfully completed an 8-hour introduction to ISO/IEC 17025:1999 and the ASCLD/LAB-International Assessor Training Course. An electronic copy of the ISO 17025:1999 standard is available to all forensic personnel. A coordinator for the ASCLD/LAB International accreditation effort was named.
			DNA Analysis Section – The Combined DNA Indexing System (CODIS) database contained approximately 38,800 profiles at the end of FY 04-05. To date, this system has linked 84 previously unrelated cases and identified 188 suspects. Federal grants were awarded and are being used to reduce case backlog, enhance the

			CODIS database, and enhance overall DNA capacity.
			Drug Analysis Section - The Drug Analysis section trained and certified 120 local law enforcement officers as marijuana analysts and re-certified 70 analysts.
			Evidence Section – The Evidence Control section received 15,338 new cases, each containing multiple items of evidence which were then distributed to other laboratory sections. The Evidence Processing Section completed 593 cases; many of these were forwarded to other departments within the laboratory for further examinations.
			Firearms Section – Entries into the Integrated Ballistic Identification System (IBIS) increased to over 3,462 items. By the end of FY 04-05, the IBIS produced a total of six (6) hits between unrelated cases within the state.
			Implied Consent Section – During the past fiscal year, Implied Consent personnel performed 972 Datamaster maintenance visits and 763 VDS-2 inspections.
			Latent Prints (and Crime Scene Processing) Section – This section responded to 238 crime scenes statewide. Six (6) officers from local law enforcement

| | | | agencies each completed a three-week internship program in crime scene processing.

Questioned Documents/Photography Section – This section completed 5,142 questioned document and photography cases.

Toxicology Section – The Toxicology section completed 3,515 cases. Two toxicologists are on the Forensic Weapons of Mass Destruction Response Team (FWMDRT) and have responded to four scenes of possible WMD events. FWMDRT toxicologists have analyzed evidence from over 20 possible WMD cases.

Trace Evidence/Arson Analysis Section - This section completed 1,000 trace and arson cases. |
|---|---|---|---|
| Criminal Justice Information Services II.C | Provide timely, efficient and quality operation of the statewide criminal justice information system in support of local, state, and federal law enforcement, prosecutorial and judicial entities. | Agency Conversions and Encryption. Business Continuity and Disaster Recovery. Core network Infrastructure Upgrade. Legacy Database Modernization. Migration to Open Systems. South Carolina Integrated Criminal Justice Systems. | Customers of the Criminal Justice Information System (CJIS) are provided immediate access to criminal history information; warrant files, sex offender information, etc. through electronic information sharing. In FY'04-05, There are approximately 9,757 criminal justice terminal devices accessing the network; 500,000 daily electronic transactions through the Law Enforcement Message Switch (LEMS); 1,029 |

			electronic transactions through CATCH (Citizens Access To Criminal History); 1,740 incident and arrest reports were processed daily; over 926 fingerprint cards were received for processing daily; over 1,086 criminal history records were processed daily for custody, disposition, expungements, deaths, consolidations, and deletes. The OmniTrack Automated Fingerprint Identification System handles 80% of the electronic processing in the "Lights Out" Mode. "Lights Out" eliminates manual review of fingerprints during the verification process resulting in increased efficiency and effectiveness. Total electronic submission and distribution of information is a priority; electronic reporting throughout the state is now at approximately 79%. The number of agencies (17) submitting fingerprints electronically increased during the past twelve months with the implementation of 24 livescans. Also, during FY'04-05, 780 new National Crime Information Center (NCIC) operators were certified. The SLED Automated Fingerprint Identification System (AFIS) terminal was responsible for 102 "hits" in FY04-05. The CJIS core network

			infrastructure was upgraded with new hardware and software designed to provide enhanced levels of reliability and performance. The Computer Crime Center investigated 714 cases, a 41% increase from the previous year. These investigations involve computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. The Forensic Unit examined 9.3 terabytes of digital evidence. The Computer Crime Center provided 138 hours of training to 452 local law enforcement and 20 hours of training to 132 prosecutors and judicial staff. The Center also provided 58 hours of community awareness training to 947 citizens of South Carolina. For FY 04-05, personnel assigned to the Center completed ASCLD Inspector Certification in preparation of acquiring ASCLD Certification in the field of Digital Evidence Recovery.
Community Services II.A.(4), (1); II.D	Provide timely, efficient and quality manpower and technical assistance for local, state, and federal law enforcement. This unit houses the South Carolina Law Enforcement Assistance Program (SCLEAP) which is responsible for responding to and providing counseling	Conduct staff inspections and audits. Provide an opportunity for the development of practical skills required in the inspection process. Provide Personnel Early Warning System (PEWS) training to managers, supervisors and employees.	Ensure appropriate law enforcement and non-law enforcement training is provided for and received by agency personnel; maintain records of such training; conduct inspections as follow-up. During FY 04-05, 170 community relations requests were assigned; 351 SCLEAP services

	services to all requesting law enforcement agencies and departments in the state that have experienced deaths or other tragedies involving law enforcement officers or other employees. The inspections unit conducts annual audits of evidentiary property and unannounced inspections of evidence storage areas; trains personnel on administrative procedures regarding OSHA/Safety, vehicle accidents, workers' compensation and evidence procedures; trains SLED personnel on various subject matters, provide training for various law enforcement qualifications and certifications. Provide timely, efficient and quality manpower and technical Narcotics/Alcohol Enforcement/Gaming (VICE), and Vehicle Crimes assistance for local, state, and federal law enforcement and prosecutorial entities. Provide timely, efficient and quality technical assistance to licensee and permit holders.	Conduct mock and on-site assessments for State PAC - when possible. Improve the process for recording, registering and controlling IA investigations and complaints; Conduct and review IA complaints against agency personnel. Develop and write safety programs. Process and review vehicle accidents; submit the findings of the accident review board to chief and other supervisory personnel. Promote Safety throughout the agency and improve safety programs. Process Workers' Compensation claims to the State Accident Fund accurately and timely. Construct Range. Expand pre-service and in-service training through upgrading skills and knowledge levels of participants and staff; and upgrade visual and audio training aids. Assist in coordination of State Response to CT/WMD Events through specialized training.	were provided; and, 14,230 hours of training were provided by the Training unit.

VICE unit – conducted over 7,039 alcohol location checks/inspections; made 355 narcotics arrests; made 1,370 alcohol related arrests; 11 arrests for dog fighting; seized 1,551 illegal gaming devices; and, conducted over 248 lottery related investigations. Approximately $20,166,774 in drugs were purchased/seized. The Technical Services Unit received approximately 997 requests for assistance.

Vehicle Crime unit – conducted approximately 273 investigations; made 178 arrests; and, recouped approximately $3.3 million in stolen property.

Regulatory unit – licenses security guards, security companies, private detectives, private detective companies, and pistol dealers; and issues concealed weapons permits. During FY04-05, over 1,650 investigations were conducted; approximately 12,414 licenses were issued, and approximately 13,479 concealed weapons permits (CWPs) were issued. There are now over 43,000 Concealable Weapons Permit (CWP) holders in South Carolina. |
| Administration I | Provide timely, efficient, | Completed digital | SLED has consistently |

	and quality administrative support to internal and external customers.	upgrades of SLED VHF two-way radio system; upgraded all radio repeaters; completed purchase of 800 MHz portable units to aid in interoperability with local and other state agencies. Implemented law enforcement pay study completed by B&CB and funded by the General Assembly. Legislation passed in FY 04-05 to improve Sex Offender Registry. Continued development and implementation Best Practices and Output measurements consistent with the Governor's Overall goals for South Carolina. Purchased workspace using federal and other fund. Develop and Implement a new Five Year Strategic Plan. Pursued continued grant funding.	received positive approval ratings from its customers. Customer satisfaction surveys have been completed over the last decade whereby the agency's performance has been highly rated. The agency continues to receive good audit reports, positive compliance reviews, and has been nationally accredited and reaccredited through two separate organizations: the Commission on Accreditation for Law Enforcement Agencies (CALEA – reaccreditation received in 2005) and the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB – reaccreditation received in September 2004). The agency has met all federally imposed timeframes for Homeland Security initiatives and funding priorities. SLED has administered approximately $95 million in Homeland Security Grants to local and state entities to address counter terrorism needs and has completed a new statewide homeland security assessment and strategy.
Pass Through Funds I (Homeland Security Grants)	Ensure timely award and reimbursement of Homeland Security grant funds to local and state entities. Oversee implementation and funding of the State's 2003 Homeland Security Strategy and	Complete Assessment and Strategy within timeframes established by ODP. Award 2003, 2004, and 2005 Grant funds within timeframes established by ODP	Meet Department of Homeland Security requirements for disbursement of funds. Through FY04-05 South Carolina distributed approximately $95 million in Homeland Security Grant Program funds.

			SLED serves as the State Administrative Agency (SAA) for these grant funds. Thus far, SLED has met every timeframe established by DHS. SLED is recognized by the US Dept. of Homeland Security in its Report from the Task Force on State and Local Homeland Security Funding as one of five states nationally recognized for use of innovative and "Best Practices" regarding implementing homeland security measures.
Assessment.			

Category 3 – Customer Focus

SLED has an ongoing communications program whereby the management team systematically visits and/or calls Sheriffs, Chiefs of Police, and Solicitors. Any concerns and/or complaints raised during visits or conversations are handled immediately by the leadership of the agency. As a result, SLED customer surveys have been very positive. In addition, the management team attends annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors, as well as other local law enforcement associations.

The South Carolina Law Enforcement Division conducts a triennial customer satisfaction survey of external users.

- 2001 – In November of 2001, Chief Stewart conducted a need assessment survey requesting Solicitors, Sheriffs, and Chiefs of Police to comment on SLED services to determine the level of use and importance of specific services. The survey resulted in very positive feedback, which was instrumental in the Division's prioritization of services and reorganization effort.
- 2004 – This customer satisfaction survey showed broad support by police chiefs, sheriffs, and solicitors regarding the services SLED is providing to their departments and agencies.

A systematic approach of addressing complaints on personnel, services, and/or products has been developed and implemented. The system is set up to receive and review complaints about the actions and performance of all Division personnel. The Forensic Services Laboratory continues to receive commendation letters from local law enforcement agencies, members of the judiciary, and state citizens regarding their outstanding work and professionalism. Providing the highest level of quality law enforcement service to all citizens is paramount.

Ongoing communications with Sheriffs, Chiefs of Police, Solicitors, Fire Chiefs, and other first responders continues. In addition, the SLED management attends many annual statewide association meetings with the Sheriffs, Chiefs, and Solicitors as well as other local law enforcement and first responder associations. Further, SLED Captains are encouraged to routinely visit with local law enforcement officials in order to maintain a close working relationship. Any concerns and/or complaints raised during visits or conversations are handled immediately by the Chief and the leadership of the agency. The success of this effort is demonstrated by the positive feedback received through SLED customer surveys.

The leadership and membership of SLED are aware of the important responsibilities and duties of being public servants. SLED operates under the constitutional guarantees afforded to everyone and under the laws that govern the agency. Therefore, the courteous receipt of complaints, thorough and impartial investigation, and just disposition are important in maintaining the confidence of our citizens. SLED distributes complaint process brochures for use by those having a complaint against the Division. The agency requires that investigations of complaints be completed within 180 days with the Chief of SLED receiving the results. The individual making the complaint is consulted for input and is notified of the disposition of the complaint. If dissatisfied with the finding, the complainant may make an appointment with the SLED Assistant Director for Community Services or Internal Affairs to discuss the case.

SLED is open to external assessment by the public. As a part of the accreditation process, the agency is required to solicit comments from the public for input towards improvement in operations and attainment of expectation levels. SLED publishes a notice in the newspaper that invites comment through a toll free number monitored by our external inspectors. SLED has received positive comments since the inception of the program.

SLED continues to update information on the Internet for easy access by the public. Frequently asked questions are outlined and answered; Counter Terrorism links have been established; AMBER Alert information is available; Concealed Weapon Permit laws, reciprocity, and other information is available; the Sex Offender Registry is readily available for review and will be upgraded soon with federally funded monies; Criminal History Checks are available on-line; detailed Crime Statistics are provided; Implied Consent Data and other information relating to the SLED breath alcohol testing program is available; and, other agency information is made available on the SLED website. SLED continues to address access issues in an effort to provide the citizens with timely and useful crime information.

SLED continues to focus on customer conveniences, service delivery, and wait-time reduction in the Forensic Services Laboratory, Criminal Justice Information System, Investigative Services, and Community Services. Customer wait-time is an issue; therefore, SLED continues to monitor and work toward ways and means of improvement.

Category 4 – Information and Analysis

1. How do you decide which operations, processes and systems to measure? (Explain how management in each program area selects the data to be tracked and monitored. Concentrate on the data that is crucial to the decision making process.)

Forensic Services Laboratory – Operations, processes, and systems are selected for measurement based on the functions of a particular program. Since all departments, except the Implied Consent Department, work on laboratory cases, measurements are made laboratory wide for the number of cases and service requests assigned and completed. A case involves all analyses performed by a given department for a collection of evidence. Service requests are the analyses performed on the case. Cases have varied number of service requests. The Latent Prints Department also monitors crime scenes processed since this task is vital to its mission.

The mission of the Implied Consent Department involves the maintenance of breath alcohol testing devices and videotaping systems. Therefore, specialized data relating to these functions is maintained.

In addition, data is collected concerning the quality of the laboratory's output. While the amount of work produced is important, it is equally critical that the work performed is of the highest quality. SLED's laboratory has a Laboratory Quality Manager who oversees data collection for the quality assurance process. Testimony of each employee is monitored yearly. Laboratory accreditation requires SLED Forensic Services to comply with approximately 140 criteria to retain accredited status with ASCLD/LAB. Further, Forensic Services units have

passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board.

Criminal Justice Information System (CJIS) – Central to all CJIS functions and purposes is the need to ensure data that is accurate, complete, and timely. The reliability and utility of CJIS processes, products, and services are diminished when any of these elements (i.e., accuracy, completeness, or timeliness) is missing and the liberty and safety of citizens could be compromised without good data. Therefore, CJIS monitors measurements that best correspond to the accuracy, completeness, and timeliness of data and records that it processes, stores, and exchanges.

Investigative Services – Investigative Services uses performance-based measurements as well as accreditation standards to form a base line for management decisions. The set of standards established by the Commission on the Accreditation of Law Enforcement Agencies (CALEA) is an important tool to assess the services, methods, and products as they relate to other law enforcement agencies. Performance-based measurements are a direct reflection of the work product generated by the components that make up Investigative Services. Feedback from our customers, as well as the number of cases assigned and completed, is essential to the decision making process that management uses to measure component performance.

Investigative Services uses trend analysis for projecting and planning resource allocation for routine caseload/requests and inquiries as well as for peak work periods such as the annual hurricane season and Myrtle Beach and the Atlantic Beach bike weeks. When the agency is able to predict workload, adequate resource allocation and deployment is relatively straightforward, and the agency is able to use historical information to assist in determining potential resource allocation. However, unpredictable situations, including protests, marches, complex murder investigations, public corruption investigations, SWAT calls, bomb calls, natural disasters and other acute efforts are not easily predicted. Therefore, it was necessary for the agency to develop systems that provide the leadership with extensive flexibility for resource allocation and deployment. This allows leadership to efficiently re-prioritize agency operations and reallocate resources during these events.

The daily reporting and overtime reporting systems are used to determine workload and resource allocation. Management personnel monitor caseload and overtime to determine proper staffing levels in each functional area. If warranted, staffing levels are changed when substantive change occurs in workload and/or overtime.

Because Investigative Services is customer driven it has become paramount to use any and all data available to re-allocate and re-prioritize agents and programs to meet the challenge of the dynamics involved in responding to requests by our customers.

Community Services – The Community Services Units use performance-based measurements as well as accreditation standards to form a base line for management decisions. The standards established by the Commission on the Accreditation of Law Enforcement Agencies (CALEA) are an important tool to access the services, methods, and products as they relate to other law enforcement agencies. Performance-based measurements are a direct reflection of the work product generated by the components that make up Community Services. Feedback from our customers, the number of investigations assigned and completed, and the number of requests received and completed are essential to the decision making process that management personnel use to measure component performance. Background investigation reports and site inspection reports for businesses applying for licenses and permits are monitored for timeliness and reviewed for quality. If acceptable timeframes and quality of reporting standards are not met, a review is conducted to determine where improvements can be made.

Office of Counter Terrorism – An important part of the Counter Terrorism mission is information sharing, intelligence analysis, and linking of data. This is accomplished by participation on the South Carolina Joint Terrorism Task Force (JTTF), and use of intelligence received from the US Department of Homeland Security

and various other sources. SLED intelligence agents and SCIEx (South Carolina Information Exchange) personnel analyze the data and generate intelligence products, which are shared with our counter terrorism partners. This information is used in an attempt to detect, prevent, prepare for, protect against, and respond to violence or threats of violence from terrorist activities. The Counter Terrorism/Protective Services/Emergency Management Unit coordinates information sharing directly with critical infrastructure partners from the private sector when a threat level changes.

2. What are your key measures?

Forensic Services Laboratory - Various key measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The laboratory has been continuously accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB), and most recently achieved reaccreditation in September 2004. These accreditation standards currently include 140 criteria of which 78 are "Essential" criteria. Accredited laboratories must achieve 100% compliance with "Essential" criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with "Essential" criteria.

The laboratory is also subject to various standards of the Commission on Accreditation of Law Enforcement Agencies (CALEA). The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory has also met all criteria set forth by the DNA Advisory Board (DAB), a standards unit coordinated by the FBI.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During the past fiscal year, the laboratory received 22,512 cases and completed 18,229 cases. It should be noted that some completed cases in the table below were submitted in prior years. Another important factor to note is that simple and less cumbersome cases may be completed within shorter timeframes; however, more complex cases requiring extensive testing may take significantly longer to complete. The length of time required to complete a case is dependent on many factors, some of which are not controlled by the laboratory (e.g. number and type of analyses requested per case, complexity of each case, submission of proper subject standards, etc.).

In addition, the number of service requests per department is monitored. Each laboratory case may involve multiple service requests. During the previous fiscal year, the laboratory received 69,236 service requests and completed 62,094 service requests. It should be noted that the length of time to complete a service request can vary greatly and depends on many factors. A service request may be held pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

Criminal Justice Information System (CJIS) - key measures for CJIS are best represented by the number of user agencies and secure devices with approved connectivity to our Intranet and the ability of citizens to access important data. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI CJIS) approved to access NCIC data. Internet access to NCIC data has been in use by SLED CJIS since April 2003. The use of the "thin client" application is for agencies to gain secure access for limited criminal justice purposes. This access primarily accounts for the tremendous rise in system use for FY 04-05, especially to agencies that never had primary access before. Also in FY 04-05, SLED Information Technology staff developed and deployed S.NET to law enforcement agencies at no cost. This "fat client" allows secure access for full function (entry and inquiry) criminal justice purposes via the Intranet to NCIC, NLETS, DMV and other criminal justice applications. This should prove to expand access even further. The number of criminal justice agencies accessing the network by frame relay connections as primary, secondary access sites,

using third party vendors and LEMS.WEB is 352; this includes 9,757 terminal devices, 139 local area networks (LANS), 16 wide area networks (WANS) and 1837 wireless devices. The number of criminal justice agencies accessing the network through the "Internet only" is 138 whereas there are 29 criminal justice agencies using dual Internet and intranet connections. Public access for non-criminal justice purposes via the Internet is limitless. In FY 04-05, the agency conducted 397,991 criminal background checks and generated $ 7,327,051. The total number of fingerprint cards submitted both by mail and electronically (livescans) for FY 04-05 was 213,665, which is a 4% increase from the previous fiscal year. There are fingerprints for approximately 1,262,809 subjects stored on AFIS. The total number of criminal history records processed for custody, depositions, expungements, deaths, consolidation and deletes during FY 04-05 was 424,214, reflecting an 11% increase in processing. Through FY 04-05, a total of 269,574 record subjects are currently retained in SLED's criminal history database. Seventeen (17) agencies are currently submitting fingerprints electronically and nineteen (19) agencies are submitting latent prints for evaluations to the Forensic Crime Laboratory's Latent Prints Section. Also during FY 04-05, 780 new National Crime Information Center (NCIC) operators were certified by SLED CJIS Training personnel. The Computer Crime Center investigated 714 cases, a 41% increase from the previous year, involving computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. The Forensic Unit examined 9.3 terabytes of digital evidence. The Computer Crime Center provided 138 hours of training to 452 local law enforcement and 20 hours of training to 132 prosecutors and judicial staff. The Center also provided 58 hours of community awareness training to 947 citizens of South Carolina. For FY 04-05, personnel assigned to the Center completed American Society of Crime Lab Directors (ASCLD) Inspector Certification in preparation of acquiring ASCLD Certification in the field of Digital Evidence Recovery. The Center also installed a Communications Assistance for Law Enforcement Act (CALEA) compliant Communications Interception System.

Investigative Services – key measures for Investigative Services are focused on customer request fulfillment, and include the following achievements in 2004: the Arson/Bomb Unit responded to 582 calls for assistance; of those calls, approximately 30% of these were cleared by arrest. This figure is almost double the national average of 16%. The Forensic Art Unit was requested to prepare a total of 118 composites, 4 facial reconstructions and 23 graphics for courtroom presentation. The Polygraph Section scheduled 1,289 tests, conducted 856 tests, and found deception in 291 of those tests. The Behavioral Science Unit opened 79 cases, of which 43 were threat assessments. The Tactical Units provide immediate support. The Tracking Team responded to 89 calls and 28 persons were apprehended. The Fugitive Task Force opened 188 cases and arrested 157 fugitives. The SWAT Team responded to 24 calls in 2004. The Aviation Unit responded to 327 requests for service. The Insurance Fraud Unit opened 290 new cases in 2004, and continued investigations on a total of 704 cases. The four Regional Investigative Units responded to numerous requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide special event planning, including marches, high profile events, and natural disaster management, require coordination between the Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. In the year 2004, units of Investigative Services responded to 87 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Community Services - Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts of minors in possession of alcohol. During FY 2004-2005, limited resources in VICE resulted in a 25% reduction in locations checked and inspected. The numbers of seized illegal gambling machines substantially increased from 1,025 in FY 03-04 to 1,551 in FY 04-05. The number of methamphetamine laboratories detected in South Carolina increased approximately 95% from 130 in FY 02-03 to approximately 254 in FY 03-04. The FY 04-05 methamphetamine laboratory numbers are expected to be similar to those noted in FY 03-04. During FY 2004-2005, VICE was responsible for over 1,752 arrests, 7,039 inspections and approximately $20,166,774 in

drugs purchased/seized. The unit continues to actively enforce laws governing alcohol sales to minors. Additional goals for Community Services included timely action on applications and CWP permit processing; meeting CALEA and the South Carolina Criminal Justice Academy standards for training and re-certification requirements; providing requested counseling to the statewide law enforcement community statewide as it relates to critical incidents; timely response and adequate resource allocation to requests for services; routinely auditing compliance with CALEA standards, SLED policy and procedures, statutes, regulations; and other requirements; all of these goals were achieved.

Office of Counter Terrorism – key measures for the Office of Counter Terrorism include the use of comparative data furnished by various federal and state agencies. This data is used to compare the Office of Counter Terrorism programmatic performance against other federal and state initiatives. Leadership is trained to detect, and authorized to correct, any noted deficiencies. Additional key measures include examination of performance levels by review of work products, success of projects administered, and customer satisfaction. The State Counter Terrorism strategy is based on assessments and guidance from the State and Regional Counter Terrorism Coordinating Councils and the U. S. Department of Homeland Security. The Office of Counter Terrorism utilizes the state strategy to judge unit performance. The Intelligence/Missing Persons Unit handled 2,775 requests for assistance.

3. How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making? (How does each program area ensure the data is valid? What quality control measures are used to verify the final data?)

Forensic Services Laboratory - Much of the laboratory data is maintained in the SLED Laboratory Information Management System (SLIMS). The SLED Information Technology Department and Forensic Services Laboratory personnel periodically verify selected data. Any problems with data encountered are reported and each case is investigated to determine if other data may be involved, and to determine a path for corrective action. Data problems are discussed during the laboratory staff meetings so all departments can be aware of these issues. The Laboratory Quality Manager distributes a quarterly departmental quality report that is verified by the department supervisors.

Criminal Justice Information System (CJIS) - System users are trained and certified to promote data quality. Certain NCIC record entries and SOR records require second party verification. Records are retained in the system in accordance with FBI established schedules and must be periodically validated. CJIS assigned agents conduct investigations of federal laws and user agreements as it pertains to the integrity of data. Information security requirements address personnel issues, and physical complex, and technical security. CJIS staff members review NCIC and sex offender registry records based on questions from customers and citizens, and conduct periodic audits of all suppliers. In FY 04-05, CJIS added the inspection of technical review to the audit of agencies with user agreements. In addition, operating rules require confirmation of records regarding wanted persons and property prior to making an arrest or seizing property. Staff members also monitor the quality of fingerprints submitted to the state identification bureau through human verification of both automated and non-automated submissions. State regulations promulgated by SLED control and provide a process for resolving record disputes or challenges. Records are corrected as soon as an error is identified, and records are expunged based on proper orders from courts of competent jurisdiction

Investigative Services - Investigative Services utilizes a computer-based program to track case assignments. Each case is assigned a case number and is tracked by a supervisor until it has been properly composed, organized, completed, and closed. Investigative Services has implemented necessary procedures and related forms specifically used by agents and case supervisors to ensure completeness, thoroughness, and timeliness of each investigation. Casework is reviewed throughout the investigative process to ensure a quality product. The

number of cases assigned to a particular agent is managed through this system to ensure an equitable distribution of work. Monthly reports from departments are prepared and disseminated to the Assistant Director in charge of Investigative Services. These reports are reviewed for evidence of trends or significant changes. A significant change is analyzed for indications that departments/personnel may be experiencing variations in workload or other problems. If a deficiency is noted as a result of this analysis, agents are asked to take corrective action.

Community Services – Clearly outlined policy and procedures are used to receive, review, and maintain data affecting the final work product. Management personnel use data generated by the unit, along with customer feedback, to determine performance criteria. When necessary, adjustments are made to improve any identified work product or delivery issue.

4. How do you use data/information analysis to provide effective support for decision-making? (How does management in the program areas use the data in the decision-making process?)

Forensic Services Laboratory – The use of data/information analysis allows the laboratory to determine the relationship between the number of work requests received and the amount of work produced. To accomplish this purpose, the number of laboratory cases and individual service requests are monitored by department and by individual employees. For the Implied Consent Department, the number of maintenance calls is tracked for the department and for each employee. This data/information analysis allows management to determine if equipment and personnel are properly allocated. This data also demonstrates the amount of work performed by each employee and analysis of this data assists the departmental supervisor in management and supervision of the department. Departmental supervisors, the Laboratory Quality Manager, and Forensic Administration personnel routinely review quality information. A yearly quality system review is performed. During this review, laboratory management personnel review quality audits and other pertinent information. Based on this review, appropriate actions and/or decisions are made.

Criminal Justice Information System (CJIS) – In mission critical areas, monthly reports are prepared and disseminated to the assistant director in charge of CJIS and the Chief of SLED. These reports are reviewed for evidence of trends or significant changes. A significant change is analyzed for indications that suppliers may be experiencing variations in workload or processes, may be having production problems, or may not be complying with reporting requirements. If a deficiency is noted as a result of this analysis, suppliers are asked to take corrective action.

Investigative Services – Monthly reports from departments are prepared and disseminated to the Assistant Director in charge of Investigative Services. These reports are reviewed for evidence of trends or significant changes. Any significant changes are analyzed for indications that departments/personnel may be experiencing variations in workload or other problems. If a deficiency is noted as a result of this analysis, agents are asked to take corrective action.

 Community Services – The Community Services Units use clearly outlined policy and procedures for receiving, reviewing, and maintaining data affecting work product. Management personnel use data generated by the unit, along with customer feedback, to determine performance and make adjustments as deemed appropriate.

Office of Counter Terrorism – This office monitors reports, intelligence processes, and planning documents to ensure that quality services are provided. Skilled and trained leadership personnel recognize operational and administrative deficiencies by reviewing all work products. In the event an error is noted, agents are requested to take corrective actions. The work products are measured against known standards for content, operability, and administrative correctness.

5. How do you select and use comparative data and information? (What data sets do the management of each program area compare and what is the purpose of this comparison? What data trends are monitored and why are they monitored?)

Forensic Services Laboratory - Analysis includes trends, projections, comparisons, and cause-effect correlations intended to support performance reviews and the setting of priorities for use of resources. Analysis draws upon many types of data including customer related, financial, mission requirements, operational, competitive, and others (results are reported in Category 7). Sets of laboratory production data for various time periods are compared to each other. Comparison of data over months or even years can demonstrate whether case backlogs are being reduced or created. The numbers of laboratory cases and service requests are monitored for all departments, except Implied Consent, and trends are noted. For the Implied Consent Department, trends in the number of service calls are important in deciding allocation of resources. Comparative analysis is performed on quality assurance data to determine if the quality of the work produced is maintained at a high level. Additionally, SLED Forensic Services units are subject to standards set forth by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). Forensic Services units have passed all applicable standards including the DNA analysis standards set by the DNA Advisory Board (DAB). Leadership is trained to detect, and authorized to correct any noted deficiencies.

Criminal Justice Information System (CJIS) - Comparative data is identified through membership in professional bodies such as SEARCH, the Consortium for Criminal Justice Information and Statistics. SEARCH regularly contracts with the United States Department of Justice to survey and analyze similar functions in all states. Such comparisons indicate strengths and areas that require attention. Leadership is trained to detect, and authorized to correct any noted deficiencies.

Investigative Services - Comparative data is identified through membership in professional associations throughout the investigative arena allowing the various units to draw on critical information. Investigative Services is also subject to the standards of the Commission on Accreditation of Law Enforcement Agencies (CALEA). Investigative Services units have passed all necessary CALEA standards. Leadership is trained to detect, and authorized to correct any noted deficiencies.

Community Services - Comparative data is identified through membership in professional bodies which provide trend analysis, projections, comparisons, and cause-effect correlation intended to support performance reviews and the setting of priorities for resource use. Analysis draws upon many types of data including customer related, financial, mission requirements, operational, competitive, and others. Leadership is trained to detect, and authorized to correct any noted deficiencies.

Office of Counter Terrorism - The Office of Counter Terrorism uses comparative data furnished by various federal and state agencies. This data is used to compare the Office of Counter Terrorism's programmatic performance against other federal and state initiatives. Leadership is trained to detect, and authorized to correct any noted deficiencies.

Category 5 – Human Resources
This Category describes how your organization enables employees to develop and utilize their full potential, aligned with the organization's objectives. It also describes how work environment and organizational climate improvement efforts are used to ensure full employee participation, growth, and satisfaction.

1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential? (Describe any motivational initiatives that are used at a program area level.)

Human Resource Focus: SLED has an organizational structure and job design that promotes flexibility through cross-training personnel; multi-layering of systems for customer service; multi-shifts to ensure access; and a stringent hiring and promotion policy which is geared toward hiring, promoting, and retaining excellent employees. Implementation of a promotional track for SLED agents to move through a pay plan based on performance and tenure has also been effected. After four years of being an Agent, the agent is eligible to move to an Agent II and after 10 years to an Agent III. Once an Agent III, the individual is eligible for a supervisory position within the agency. As for Forensic Scientists, after two years they are eligible to become a Forensic Scientist II and after five years, a Forensic Scientist III; Forensic Scientist IIIs then become eligible for supervisory positions.

The agency director relays budget updates to supervisory SLED agents in an effort to keep them fully informed of the budgetary process. A retirement incentive program continues to be utilized to retain experienced personnel at a reduced cost to the agency. Through FY 04-05, approximately 64 SLED agents had retired under SLED's Retirement Incentive initiative. As a result, the agency has realized substantial financial savings.

Employee compensation is important to the leadership of SLED. Parity with our southeastern counterparts and among other state level law enforcement agencies regarding compensation is extremely important to recruiting, hiring, and retention. The Division is committed to its dedicated employees, as well as to attracting well-trained and experienced officers. Chief Stewart has implemented several approaches toward attaining this goal. SLED developed and established a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. SLED, in conjunction with the Budget and Control Board, Office of Human Resources, routinely reviews agency hiring and promotion policies and procedures for any improvements. The Division continuously updates policies and procedures in an effort to streamline, reduce subjectivity, and increase integrity of the process.

During the 2004-2005 fiscal year, a law enforcement personnel salary review was completed by the State Budget and Control Board. The results of this study were substantially funded by the General Assembly. This funding will assist the agency in its recruitment and retention efforts.

A well-being program called "Project Readiness" is designed to ensure that all agents receive a medical screening on an annual basis. Many agents have benefited as a result of this health program. Numerous health-related issues that would not have been detected without this program have been recognized and appropriate measures taken. Further, the program is utilized by several other law enforcement agencies; these include, DPS, DNR, and staff members of the House and Senate Sergeant at Arms. Due to budgetary constraints, this program has been put on hold.

A Chaplaincy program whereby the South Carolina Law Enforcement Division coordinates response to counseling services for all requesting law enforcement agencies and departments in the state which have experienced deaths or other tragedies involving law enforcement officers or other employees continues to provide needed services to these personnel. This program provides critical incident support services for all South Carolina law enforcement agencies and departments upon their request. The Chaplaincy program is established statutorily (S.C. Code Section 23-3-65) as the South Carolina Law Enforcement Assistance Program (SCLEAP). Legislation to allow all eligible taxpayers to designate contributions to SCLEAP on their income tax forms was added and signed into law on 6-26-03.

Because morale, loyalty, commitment, dedication, and innovation are critical to the success of SLED, the Chief established an Awards Program to recognize individual accomplishments, both for our internal and external customers. SLED expects and receives a high level of commitment from all of its employees. The agency recognizes employees that serve the state with longevity, integrity, distinction, and innovation. SLED provides

for Service Awards, Superior Accomplishment Awards, the Distinguished Associate Award, and Meritorious Service Awards. Each award is designed to recognize an individual for specific accomplishments. A special awards committee was established in 1994 and is composed of 12 members, appointed by the Chief for a term of two years. The committee reviews all "Letters of Recommendation for the Superior Accomplishment Award". The committee makes recommendations to the Chief for recognizing excellence in performance. Also, SLED recognizes individuals that are not employed by SLED for significant contributions to SLED or to the law enforcement community. These coveted awards include the "Distinguished Associate Award" and "Meritorious Service Award".

Attraction and retention of quality employees in an economically diverse environment continues to challenge SLED. The Division must continue to attract both law enforcement and civilian personnel who possess unique skills and talents. Law enforcement officers need additional computer expertise to meet criminal and operational challenges for the future. Information technology, forensic, and psychological personnel, and other highly trained and experienced individuals, must be continually recruited and offered adequate benefits in order for the agency to compete in a high-tech arena. Salaries and benefits of both law enforcement and civilian employees must be continuously monitored as we compete with industry, government, and other law enforcement agencies for top quality employees. Ensuring our workforce is representative of the citizens we serve will continue to be a top priority.

Forensic Services Laboratory - The management of the Forensic Services Laboratory uses the SLED Awards Program to recognize extra effort and/or achievement by laboratory employees. During heavy workload times such as accreditation inspection years, many employees may be recognized. Awards are typically given to individual employees; specific departments have also been recognized for their outstanding collective efforts.

Special achievement is also noted through the use of memoranda and recognition during staff meetings. In addition, laboratory management encourages the use of informal commendations for exceptional performance of employees. The SLED Assistant Director for Forensic Services communicates acknowledgments for exceptional work.

Forensic Services Laboratory employees also sponsor holiday luncheons and other events that are held for laboratory employees at no cost to the agency. These gatherings foster better communication among employees throughout the laboratory. Forensic Administration personnel are present at these events and are available for informal discussions.

Criminal Justice Information System (CJIS) – CJIS management personnel practice situational leadership in which each action or inaction is evaluated on its own merits and the readiness of the subordinate employee to act independently. Employees that require more direction are given proper assistance, but are constantly monitored for opportunities to delegate greater decision-making authority. Generally, this approach resonates with employees who respond accordingly and begin to achieve their potential. Since this program includes technical responsibilities, training is essential for employees to remain proficient and continue to develop. Further, brief daily staff meetings require each responsible supervisor to report on issues that affect another supervisor's area of assignment. Monthly group lunches have also been effective for morale. The greatest motivating factor has been grant money that enables employees to accomplish the agency's mission.

Investigative Services - The agents assigned to Investigative Services are its greatest assets. Customer satisfaction through superior work product is a testament to the agents and associates assigned to this department. The different components that make up the Investigative Services department allows for employee growth and diversity. In some cases, agents with little or no law enforcement experience may be hired and assigned to departments to develop the skills necessary to become a SLED investigator. In other cases experienced agents (such as retired FBI Agents) may be hired for positions such as those assigned to the State

Grand Jury Corruption Unit. This diversity allows Investigative Services to maintain a cadre of experience coupled with the exuberance of youth. This formula has worked well to fuel development of agents. The agency rewards initiative and encourages innovation through our recognition, reward, and compensation system. SLED has also implemented a stringent hiring and promotion policy, which is geared toward hiring, promoting, and retaining excellent employees. The establishment of a progressive pay plan enables eligible officers to move through a pay program based on performance and tenure. After four years of being an Agent I, the agent is eligible to move to an Agent II; after 10 years the agent is eligible to move to an Agent III. Once an Agent II, the individual is eligible for a supervisory position within the agency. Additionally, every supervisor is encouraged to prepare each employee under him/her to become the next supervisor.

Community Services – Managers and supervisors motivate their employees to reach their full potential by encouraging participation in dialog and feedback. Meetings, both formal and informal, are scheduled with employees on a regular basis. Managers and employees have an opportunity to discuss goal setting, career paths, training opportunities, and other employment related objectives.

Office of Counter Terrorism - Leadership encourages employees to participate in decision-making processes by offering of opinions and information pertinent to our overall operational mission. Unit and individual meetings are held where career development, opportunity, training needs and problems are discussed. The employees of the counter terrorism unit and their job satisfaction are vital to the counter terrorism mission.

2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training? (Describe any training issues at a program area level.)

Forensic Services Laboratory - New employees are assigned to a laboratory training officer who is responsible for their scientific training. There is also a checklist to ensure that new laboratory employees receive needed policies, equipment, etc. General employee development courses are largely handled through the use of courses provided by the SLED Training Department. Supervisors and employees are encouraged to attend these training opportunities. Supervisors, in consultation with their employees, are responsible for identifying the specific courses that are needed by each employee. In-house and outside training opportunities are used. An in-house class on courtroom testimony is held periodically. Grant funded training is used whenever available.

All safety training required by Occupational Health and Safety Administration (OSHA), such as blood borne pathogens, is provided regularly. Specialized safety training is provided for employees with certain job duties (e.g. hazardous materials training for clandestine laboratory response team members). Each department has a safety officer and the laboratory strives to provide them with added safety training opportunities. The safety officer is responsible for relaying this information to his/her department.

Criminal Justice Information System (CJIS) - Managers base training needs on functional requirements. Basic training is conducted for new employees during the probationary period of employment and consists of both informal on the job training and formal training with a structured curriculum given in a classroom setting. If the employee works with NCIC, they must attend the 40-hour NCIC training and become certified as an NCIC operator. If the employee is assigned to the State Identification Bureau (SIB), he or she must attend instruction in receiving and processing fingerprints. Those employees working with the Sex Offender Registry must attend training involving state and federal statues. Training must also follow or precede technology refreshment with particular attention to specific new skill sets required. This training is normally obtained from commercial schools or a contractor. Training for technical staff is extensive and is funded through federal grants.

Investigative Services - Chief Stewart ensures that all personnel, sworn and non-sworn, receive training as needed. He has implemented in-service training to include legal and enforcement updates, weapons and vehicle

qualification. Other employee training includes: Operational and Management - Training for sworn and non-sworn personnel to include skills training, supervisory training, customer service, quality training, interviewing techniques, policy and procedures updating, etc. and are received by personnel through the training program established by the SLED Human Resource Office.   SLED uses a train-the-trainer approach when possible. This method allows the agency to receive training at a reduced cost by sending a limited number of personnel to attend classes and then return to the agency to teach to others. Chief Stewart has also solicited assistance from the National Guard to train personnel in quality training (Baldridge Criteria).   SWAT training - The SWAT team is a specialized rapid response tactical unit consisting of approximately 40 sworn agents. These agents receive additional tactical training necessary to address critical incidents and WMD incidents. This training has been accelerated after the Terrorist Attack on September 11, 2001.   Aviation training - SLED pilots continuously train with aviation equipment to remain certified. This training is in addition to in-service training. Tracking training for personnel and animals – the Tracking Team continuously trains with the bloodhounds to keep skills current. Bomb Squad training - the Arson/Bomb squad at SLED is extensively trained to provide arson and arson-related investigative assistance and to respond to requests involving explosive devices. Further, the SLED Bomb Squad is the first civilian bomb squad in the United States to be invited to attend the British Bomb School located at the Banbury Army Installation in Oxford, England. This year represents SLED's fifth year of training in England. Other training includes the Naval School of Explosive Ordnance Disposal, Counter Terrorism, Law Enforcement Response to WMD Incidents, and Hazardous Materials. Training is critical to safety.

Community Services – Key training and developmental needs are identified through job performance evaluations (EPMS), field observations, regularly scheduled meetings, routine review of unit reports, line inspections, and staff inspections. This information is compiled and submitted to the SLED Training Council for their consideration and analysis.

Office of Counter Terrorism - identifies training needs through review of reports and other work products, performance evaluations, and regularly scheduled unit and individual meetings. Fast changing and specialized law enforcement requirements dictate training frequency and proficiency levels.   The unit also has the responsibility for insuring mandated DHS training initiatives such as Homeland Security Presidential Directive-5 (HSPD-5) and HSPD-8 are delivered to the agency and that it complies with CALEA Standards for ICS.

3. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation? (Describe any assessment methods used at a program area level.)

Forensic Services Laboratory - Departmental supervisors are mainly responsible for determining the well being, satisfaction, and motivation of employees.   These supervisors typically use informal conversations in developing this information. In addition, Forensic Administration personnel make unofficial visits throughout the laboratory to determine the well being, satisfaction, and motivation of employees.

Criminal Justice Information System (CJIS) - Mostly informal methods are used to assess employee well being. The CJIS staff is small enough that managers know when conditions influence employees either favorably or adversely. As the annual report on goals and objectives is updated, there is a specific effort for outreach to employees to obtain their input in this process. This opportunity alone may reveal both positive and negative feedback to identify areas where satisfaction exists and improvements can be made.

Investigative Services - Employees are encouraged to take advantage of both horizontal and vertical lines of communications. The doors to all supervisors, up to and including the Chief, are always open. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Community Services – Formal and informal assessment methods and measures are used to determine employee well being, satisfaction, and motivation. Supervisors receive both formal and informal complaints and concerns from employees. These concerns are usually handled at the supervisory level, and when necessary, through the upper management team. The doors to all supervisors, up to and including the Chief, are always open. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Office of Counter Terrorism - The Office of Counter Terrorism uses performance evaluations and individual meetings to address employee well being, job satisfaction, and motivation issues.   The Assistant Director for this office, with portions of this unit housed away from the main campus, spends quality time on a bi-weekly basis visiting personally with staff members at their work stations. All staff members are informed through the agency's "open door" policy and are encouraged to see the Assistant Director at anytime, with or without an appointment.

4. How do you maintain a safe and healthy work environment? (Describe any safety programs used at a program area level.)

The SLED Inspections Unit, located in the Office of Inspectors, is responsible for ensuring that employees adhere to all OSHA/safety standards. This unit conducted 15 annual audits of evidentiary property and one unannounced inspection of evidence storage areas, conducted 20 OSHA/Safety inspections, revised seven agency safety plans, and trained 14 SLED Crisis Managers.

Forensic Services Laboratory – The SLED laboratory employs a Laboratory Safety Manager and a technician that assists the Safety Manager. The Safety Manager and technician work solely with the Quality and Safety Programs and are not involved in casework analysis. Additionally, one analyst in each department is charged with being the safety officer, and is given the added responsibility of monitoring departmental safety issues. The Safety Manager and departmental safety officers meet periodically to discuss safety issues. The Safety Manager and departmental safety officers regularly disseminate safety information.

Criminal Justice Information System (CJIS) - Line and staff inspections present the opportunity to report any health or safety issues that may affect employees. CJIS participates fully in all agency safety programs and all employees can avail themselves of state wellness programs.

Investigative Services - Safety is always a concern of any law enforcement agent, who, by the nature of their job, may be put in harms way at a moment's notice. Training is critical to safety. Through workplace safety training programs and supplemental health services, SLED provides a comprehensive health and safety program for all personnel.

Community Services - A safe and healthy work environment is maintained through safety training and inspections of facilities. Several Headquarters personnel have been trained to operate a centrally located automated external defibrillator (AED).

Office of Counter Terrorism - The Office of Counter Terrorism addresses safety needs through training and ensuring that employees are informed and adhere to all agency provisions relating to workplace safety. All employees participate in agency safety and wellness programs.

5. What is the extent of your involvement in the community? (List any community involvement at a program area level.)

Forensic Services Laboratory - Due to the high workload of the Forensic Services Laboratory, community

involvement is limited to training essential to law enforcement, medical and other personnel who are involved in forensic cases. When workloads permit, forensic personnel assist the SLED Community Services Department with outreach programs.

Criminal Justice Information System (CJIS) - CJIS participates fully with national and state justice data and law enforcement communities on behalf of CJIS. CJIS maintains active membership in a justice information committee that is comprised of numerous criminal justice organizations from both the state and local levels. CJIS participates in the NCIC advisory process (Southern Working Group), Compact Council, and represents the State of South Carolina in the SEARCH organization, the Criminal Justice Information and Statistics Consortium, and the NCIC. In addition, each user agency is required to designate a "terminal systems coordinator (TSC)" to act as a liaison between CJIS and the user agencies. Periodic meetings are held with these groups and these meetings represent excellent opportunities for CJIS to receive community input. A CJIS user group conference was implemented for FY 04-05. Finally, the SLED SIB maintains frequent contact with "qualified entities"; these are governmental entities authorized under U.S. Public Law 92-544 to receive the results of national criminal history record checks. These qualified entities include education, lottery, motor vehicles, childcare facilities, and the legal communities. The Computer Crime Center provided 138 hours of training to 452 local law enforcement and 20 hours of training to 132 prosecutors and judicial staff. The Center also provided 58 hours of community awareness training to 947 citizens of South Carolina.

Investigative Services - SLED participates in various training exercises/schools for law enforcement agencies and personnel, forensic scientists, licensees, and permit holders. SLED has developed a program for providing Officer Survival Schools for local, state and federal level law enforcement (in-state and out-of-state). SLED developed an in house training course on interviewing. This course was requested and presented to local and regional law enforcement. Also, the interviewing course was made available to other state agencies.

Child Fatality training programs for medical personnel, attorneys, and law enforcement personnel representing approximately 300 are trained annually regarding child abuse, child neglect and child death investigations; Polygraph training for law enforcement personnel to receive or maintain certification representing approximately 75 personnel trained/served annually; an internship program in coordination with the University of South Carolina on an annual basis, representing approximately 15 interns annually; Bloodhound Tracking training for local law enforcement agencies representing approximately 5 tracking teams trained annually. A Cadet Academy (one week in summer) for 60-70 rising high school seniors annually (the academy/camp is used to provide awareness regarding law enforcement and careers in law enforcement); law enforcement presentations to Palmetto Boys State participants each summer; Behavioral Sciences provides training for psychological profilers nationwide and worldwide. SLED's two Behavioral Scientists are part of the current curriculum for Behavioral Sciences in training through the International Criminal Investigative Analysts Fellowship. Training provided for local law enforcement officers at the Criminal Justice Academy on an annual basis; psychological profiling training provided for prosecutors on an annual basis (100 per year); training SLED officers annually on psychological profiling techniques; training to state agencies to include: Department of Social Services (DSS); Health and Human Services (HHS); and the Attorney General's Office regarding financial exploitation of vulnerable adults; providing reciprocal management and supervisory training to a variety of state agencies; providing training to other states regarding Child Abuse and Homicide representing approximately 100 officers trained; and, Forensic Art training for officers at the FBI Academy in Quantico, Virginia; lecturing at the University of South Carolina and the Medical University of South Carolina on an annual basis.

Community Services – The Community Services Section is heavily involved in the community by providing law enforcement services to federal, state, and local agencies, and direct services to the civilian community. Much of the community involvement includes providing training on law enforcement matters; providing counseling during and after critical incidents; providing crowd control assistance during marches and other demonstrations.

Office of Counter Terrorism - The Office of Counter Terrorism agents make numerous presentations in local community venues regarding public awareness of terrorism and initiatives of the South Carolina Counter Terrorism program.

Category 6 – Process Management
1. What are your key design and delivery processes for products/services, and how do you incorporate new technology, and changing customer and mission-related requirements into these design and delivery processes and systems? (Explain how key services in each program area are provided. In addition, explain any recent changes in how these services are provided (e.g. use of technology).

The *Forensic Services Laboratory* continuously looks for ways to utilize technology to assist in the delivery of services. The laboratory has utilized a Laboratory Information Management System (LIMS) since 1993. The current LIMS system was evaluated and a decision has been made to replace it with more efficient technology.

The Forensic Services Laboratory has also expanded its use of the SLED web site within the past years. Increased use of the web site streamlines information delivery for our customers and allows laboratory employees to spend more time on casework analysis. The Implied Consent Department maintains extensive records for breath alcohol testing devices and videotaping systems on the SLED web site (http://www.sled.sc.gov). This action has greatly reduced the number of Freedom of Information Act (FOIA) requests for this department, thereby allowing this department to concentrate on other duties. The laboratory intends to continue the expanded use of the SLED web site. Possible future projects include capabilities/services for each department and an on-line evidence submission manual.

The Implied Consent Department continues to use remote access capabilities to assist in maintenance of breath alcohol testing devices. Remote access is often used to diagnose the condition of the devices and to perform remote inspections.

The laboratory remains current with technological advancements through the use of federal grants.

Criminal Justice Information System (CJIS) - The key design and delivery processes used by CJIS are not developed independently but are established either by long standing discipline standards or by federally mandated protocols. In the state identification bureau, manual classification follows a standard that is established within the field of fingerprint identification known as the "Henry" system. While most police agencies in the United States subscribe to the Henry system, for all intents and purposes, an automated process that follows the American National Standards Institute and National Institute of Standards and Technology (ANSI-NIST) standards has replaced the manual system of classification. These standards control identification product design. Because criminal history records are maintained in a distributed system with local agencies reporting to a state identification bureau (SIB) in each state, and SIBs report to the FBI, the delivery system is mandated from the top down. The FBI sets the initial requirement and SLED CJIS passes it down to its customers. The same is true with crime reporting. The FBI sets national standards in its National Incident Based Reporting System (NIBRS) and the CJIS Uniform Crime Reporting (UCR) section passes it down to its suppliers/customers. This is also true for the CJIS Information Technology data network. Information Technology is an independent network, but it has interfaces with national systems (NLETS and NCIC) that drive the design and delivery processes. Changes are developed through a membership group with NLETS and an advisory process for NCIC. Once approved through these processes, CJIS begins to implement the changes through programming and technology enhancements. Simultaneously, our suppliers/customers are informed of the changes; quality assurance and training staff members then work to implement these changes in the field.

Investigative Services - The use of computers in the field has increased productivity by allowing agents to type

reports, memos to file, and complete forms in less time and without additional administrative support. This greatly enhances our ability to deliver a timely product to our customers.

By upgrading radio communications, providing cellular telephone/pager combinations, the agency has increased its ability to quickly respond to critical incident, investigative, and crime scene processing requests, as well as streamlining internal communications. This system has also provided management with the flexibility to realign resources during emergencies.

Also, Investigative Services has revised how case reports and files are generated and presented to customers. Based on this review, a comprehensive report format is being developed as a guideline for each component of Investigative Services. Additionally, cost saving measures such as inserting attachment pages instead of tabbing pages, and printing a case cover instead of using loose-leaf notebooks, have been implemented. These measures will save money as well as standardize case files in an aesthetic and practical package.

Additionally, management review continues to ensure that key performance requirements are met. All investigative functions are subject to continuous monitoring and extensive management review. Tactical units are constantly training to ensure that operational requirements are safely met.

Community Services **-** The Community Services Units provide services to local, state, and federal law enforcement agencies and to the community and businesses upon request. Requests are received, reviewed, and assigned to appropriate personnel. Reports are generated and data collected to assess resource needs to determine adequate resource allocation.

Office of Counter Terrorism – This unit utilizes systems and technologies, which are in compliance with standards set forth by the FBI, Department of Homeland Security (DHS) and other federal, state and local entities charged with oversight responsibilities. New technologies are thoroughly researched and approved for use prior to implementation. Customers are informed of new technologies and often participate in evaluation and implementation process.

2. How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements? (How do program areas ensure efficient operation on a daily basis?)

Forensic Services Laboratory - Many initiatives are used to ensure efficient delivery of daily services. The use of LIMS and increased use of laboratory automation aids greatly in this pursuit. The laboratory uses analytical instrumentation that allows for automated operation (e.g. auto samplers). This automated operation means the instrumentation performs analyses while the examiner is performing other casework and can produce data to be reviewed at a later time. Another initiative involves the assignment of cases. New cases are typically rotated among examiners, but due to the specific demands of drug analysis, examiners are assigned cases by county. Each department evaluates the best methods to deliver services in the most efficient manner. The Toxicology Department now has a rotation system to improve turnaround times for traffic fatality samples. On a daily basis, the quality of reports is verified through the use of administrative and technical reviews.

Criminal Justice Information System (CJIS) – This unit operates a 24-hour by 7-day-a-week control room to monitor network activity. Since local law enforcement cannot efficiently or safely perform most of its duties without CJIS, our customers immediately notify the control room of any network or system difficulties. Keeping the system operating at acceptable levels requires contractor maintenance for hardware and software, and system monitoring.

Investigative Services – Service delivery ranges from immediate response by tactical units resulting in capture and arrest to major case investigations lasting months and possibly years. Response times by tactical units have

been made more efficient through the use of Aviation services. With SLED's helicopters, depending on the mission, tracking or SWAT units can be transported to distant parts of the State in minutes rather than hours. Also, the use of Forward Looking Infrared (FLIR) and "night sun" devices significantly increase the capabilities of our aircraft. Integration of new technology into the tactical units has increased our ability to safely apprehend suspects or locate missing persons. In 2003, the aviation unit incorporated a rescue hoist to the heavy lift helicopter, and in 2004 SLED received the air rescue mission on behalf of the state.

Community Services – This department is directed to provide law enforcement services whenever requested by local, state, and federal law enforcement, and to the community and businesses. The Community Services Units monitor and assess cutting edge service delivery methods and techniques for potential use. Two such methods are used in the SLED Vice Unit. During FY04-05, VICE was responsible for approximately 1,752 arrests, 7,039 inspections and over $20,166,774 in drugs purchased or seized. The unit continues to actively enforce laws governing alcohol sales to minors.

Office of Counter Terrorism - delivers day-to-day service depending on threat levels and intelligence conditions. Operational methods, services, and techniques are determined by constantly changing conditions. Leadership closely monitors these conditions and responds in accordance with recognized law enforcement standards which maximize our ability to ensure key performance requirements are met.

Category 7 – Results
This Category describes your organization's performance and improvements in customer satisfaction, product and service performance, financial, mission accomplishment, employee results, supplier and partner results, and operational performance. Information is typically displayed by the use of performance measures.

1. What are your performance levels and trends for the key measures of customer satisfaction? (Mention factors such as the numbers of commendation letters from customers or awards received in the program areas. If possible, provide specific data.)

Forensic Services Laboratory - During the last year, laboratory personnel received numerous commendation letters from various elements of the criminal justice community. These letters discuss employees' professionalism and scientific expertise along with other desirable qualities. Another measure of customer satisfaction involves court testimony reviews. Accreditation standards of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) require that each employee who testifies be monitored. The laboratory has designed a form to evaluate the quality of the expert witness testimony provided. These forms are completed by SLED personnel, but also are completed by other criminal justice personnel (prosecutors, defense attorneys, etc.). The person testifying is given an overall rating of excellent, satisfactory, or needs improvement. These completed forms, both internal and external, consistently rate the performance of our employees as excellent.

Criminal Justice Information System (CJIS) - The most critical measure of customer satisfaction is the response time for messages moving through the two primary network interfaces. When a trooper, deputy sheriff, or police officer approaches a suspicious vehicle or other dangerous situation, it is imperative that the system is in operation and is operating efficiently. The central site processor is in "up" condition nearly 100% of the time and the message response time is 3 to 5 seconds for both intrastate and interstate messages. While changes at the interface sites can affect interstate times, they are beyond the control of CJIS. CJIS functions and products are essential to the law enforcement community. The last approval ratings for CJIS, as taken from a survey conducted every two or three years, are sheriffs, 97%; chiefs of police, 99%; and solicitors, 100%.

Investigative Services - Customer satisfaction is first measured by the outstanding work product produced. In

the year 2004, agents assigned to Investigative Services components received over 60 letters of commendation from our customers. Additionally, letters from Solicitors regarding case review for prosecution often mention the thoroughness of case reports.

Community Services – Performance levels and trends for key measures of customer satisfaction is gauged by the numbers of complaints and requests for service which are dealt with in a timely and professional manner. Also, repeat requests for services are a measure of customer satisfaction. Approximately 32 letters of commendation and satisfaction were received last year.

Office of Counter Terrorism - The Office of Counter Terrorism has received several letters of commendation for services rendered to customers. The key measures of customer satisfaction are contained within the Counter Terrorism Coordinating Councils' ability to complete its mission. This is accomplished with logistical support supplied by the Office of Counter Terrorism. The trend, as noted thus far, is that customer satisfaction is at a high level.

2. What are your performance levels and trends for the key measures of mission accomplishment? (At the program level, what are your performance measurements and what has been the recent trend in this data? Where applicable, accreditation information should be included. If possible, provide specific data.)

Forensic Services Laboratory - Various measures are used to gauge performance in accomplishing the laboratory's mission. One significant measure of mission accomplishment involves laboratory accreditation. The Forensic Services Laboratory has been continuously nationally accredited since 1994 by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB). In September 2004, in addition to achieving reaccreditation of the Forensics Laboratory, the Crime Scene Processing section sought and achieved, for the first time, accreditation by ASCLD/LAB. These accreditation standards currently include 140 criteria of which 78 are "Essential" criteria. Accredited laboratories must achieve 100% compliance with "Essential" criteria. Compliance is measured both during external inspections conducted every five years and annual internal inspections. The laboratory has 100% compliance with "Essential" criteria.

ASCLD/LAB ESSENTIAL CRITERIA – 2000 PERCENTAGE PASSED	ASCLD/LAB ESSENTIAL CRITERIA – 2001 PERCENTAGE PASSED	ASCLD/LAB ESSENTIAL CRITERIA – 2002 PERCENTAGE PASSED	ASCLD/LAB ESSENTIAL CRITERIA – 2003 PERCENTAGE PASSED	ASCLD/LAB ESSENTIAL CRITERIA – 2004 PERCENTAGE PASSED
100	100	100	100	100

The laboratory is also subject to various standards of the Commission on Accreditation of Law Enforcement Agencies (CALEA). The laboratory is in compliance with all necessary CALEA standards. The DNA Laboratory has also met all criteria set forth by the DNA Advisory Board (DAB), a standards unit coordinated by the FBI.

A measure of mission accomplishment involves the laboratory cases assigned and closed by a department for a given time period. During the 2004-2005 fiscal year, the laboratory received 22,512 cases and completed 18,229 cases. It should be noted that some completed cases in the table below were submitted in prior years. Another important factor to note is that simple and less cumbersome cases may be completed within shorter timeframes; however, more complex cases requiring extensive testing may take substantially longer. The length of time required to complete a case is dependent on many factors, some of which are not controlled by the laboratory (e.g. number of analysis requested per case, complexity of each case, submission of proper subject standards, etc.).

DEPART-MENT	CASES RECEIVED 2002-2003	CASES RECEIVED 2003-2004	CASES RECEIVED 2004-2005	CASES COM-PLETED 2002-2003	CASES COM-PLETED 2003-2004	CASES COM-PLETED 2004-2005
Arson	299	*	*	271	*	*
Drug Analysis	6,917	5,888	6,121	6,889	5,336	4,846
Evidence Processing	565	561	639	414	443	593
Firearms	621	602	762	443	324	441
Latent Prints	2,474	2,027	2,137	2,126	1,955	1,852
Photography	534	**	**	631	**	**
Questioned Documents	142	601	5,142	97	595	5,142
DNA Analysis	1,609	1,550	2,024	631	892	840
Toxicology	4,266	3,964	4,594	4,151	3,231	3,515
Trace Evidence	848	1,079	1,093	751	1,059	1,000
Totals	**18,275**	**16,272**	**22,512**	**16,404**	**13,835**	**18,229**

*Department combined with the Trace Evidence Department
**Department combined with the Questioned Document Department

In addition, the number of service requests per department is monitored. Each laboratory case may involve multiple service requests. During the 2004-2005 fiscal year, the laboratory received 69,236 service requests and completed 62,094 service requests. It should be noted that the length of time to complete a service request can vary greatly and depends on many factors. A service request may be held pending submission of appropriate standards from the submitting agency or completion of analysis by another laboratory department.

DEPARTMENT	REQUESTS RECEIVED 2002-2003	REQUESTS RECEIVED 2003-2004	REQUESTS RECEIVED 2004-2005	REQUESTS COM-PLETED 2002-2003	REQUESTS COM-PLETED 2003-2004	REQUESTS COM-PLETED 2004-2005
Arson	888	*	*	900	*	*
Drug Analysis	9,910	8,964	9,519	11,037	8,542	8,233
Evidence	3,508	4,609	3,535	3,294	4,814	3,775
Firearms	3,174	3,167	3,394	2,940	2,589	2,703
Latent Prints	15,495	14,803	12,264	15,146	15,076	12,321
Photography	5,904	**	**	7,993	**	**
Questioned Documents	5,275	11,277	11,202	3,797	13,214	13,246
DNA Analysis	12,226	12,200	14,337	8,209	9,390	8,230
Toxicology	12,000	11,949	11,991	12,106	10,943	10,823
Trace Evidence	2,241	3,132	2,994	2,234	3,673	2,763
Totals	**70,621**	**70,101**	**69,236**	**67,656**	**68,241**	**62,094**

*Department combined with the Trace Evidence Department
**Department combined with the Questioned Document Department

The Latent Prints Department is responsible for the laboratory's crime scene processing responses. Other departments assist this department when added manpower or specialized expertise is needed. SLED Latent Prints personnel are able to respond to requests for this service throughout the state 24 hours a day, 7 days a week. On-call personnel must begin response within 30 minutes of the call. Time expended to process crime scenes depends upon the complexity and the necessity to collect many types of evidence; some may take only a few hours while the majority takes many hours to process. During the 2004-2005 fiscal year, the Latent Prints Department responded to 238 local and state requests for crime scene processing assistance.

LATENT PRINTS DEPARTMENT – CRIME SCENE PROCESSING RESPONSES				
FY2001	FY2002	FY2003	FY 2004	FY 2005
330	325	293	285	238

For the Implied Consent Department, statistics concerning DataMaster maintenance, inspection, and certification records are maintained. This department does not receive laboratory cases, but maintains breath alcohol testing devices (161 BAC DataMasters) and breath site videotaping systems (161 VDS-2s) at 122 certified breath alcohol testing sites through the state Most equipment servicing is provided at the field locations, and the department conducts remote inspections via use of a computer modem. This department handles all aspects of support for the BAC DataMasters, while it only handles inspections and certifications for the VDS-2s. Maintenance of the VDS-2s is currently contracted with the W.H. Platts Company; however, SLED conducts numerous inspections to verify this company's work.

BAC DATA MASTER MAINTENANCE VISITS				BAC DATAMASTER CERTIFICATION				BAC DATAMASTER REMOTE INSPECTIONS			
FY 02	FY 03	FY 04	FY 05	FY 02	FY 03	FY 04	FY 05	FY 02	FY 03	FY 04	FY 05
1,068	968	980	972	14	14	11	20	16	17	91	50

VDS-2 ON-SITE INSPECTIONS				VDS-2 CERTIFICATIONS			
FY 02	FY 03	FY 04	FY 05	FY 02	FY 03	FY 04	FY 05
991	866	717	763	14	14	11	20

The SLED Drug Analysis Department trains non-SLED criminal justice personnel to conduct marijuana testing. One measure of the Drug Analysis Department's mission accomplishment is the number of marijuana analysts certified and re-certified. This arrangement results in a reduced workload for SLED and improved response time for the customers.

MARIJUANA ANALYSTS CERTIFIED				MARIJUANA ANALYSTS RECERTIFIED			
FY 02	FY 03	FY 04	FY 05	FY 02	FY 03	FY 04	FY 05
88	105	122	120	33	57	55	70

Another measure of the forensic laboratory service's mission accomplishment is the number of expert witness requests provided by SLED forensics laboratory personnel; these figures are noted in the table below.

DEPARTMENT	COURT TESTIMONIES 2001-2002	COURT TESTIMONIES 2002-2003	COURT TESTIMONIES 2003-2004	COURT TESTIMONIES 2004-2005
Arson	12	2	*	*
Drug Analysis	37	61	46	37
Evidence	22	17	13	11
Firearms	48	31	48	38
Forensic Admin.	0	0	2	0
Implied Consent	10	9	13	9
Latent Prints	56	38	24	27
Photography	1	0	**	**
Questioned Docs.	2	5	10	5
DNA Analysis	54	42	33	34
Toxicology	28	64	22	46
Trace Evidence	35	27	35	33
Totals	**305**	**296**	**246**	**240**

*Department combined with the Trace Evidence Department
**Department combined with the Questioned Document Department

An additional measure of mission accomplishment is the number of training opportunities attended by laboratory employees. Because of the nature of forensic laboratory work, on-going training is crucial. This training includes both scientific and non-scientific courses. Due to budget constraints, every effort is made to attend free or low cost training. Grants are extensively used along with in-house training efforts. Very often, laboratory employees are involved in providing training classes for other laboratory employees.

DEPARTMENT	TRAINING EVENTS ATTENDED 2001-2002	TRAINING EVENTS ATTENDED 2002-2003	TRAINING EVENTS ATTENDED 2003-2004	TRAINING EVENTS ATTENDED 2004-2005
Arson	10	7	*	*
Drug Analysis	79	76	17	15
Evidence	64	38	1	3
Firearms	59	38	4	19
Forensic Administration	88	42	10	14
Implied Consent	40	31	6	6
Latent Prints	141	82	31	29
Photography	11	14	**	**
Questioned Documents	18	21	25	14
DNA Analysis	162	116	44	46
Toxicology	152	107	13	18
Trace Evidence	17	24	1	7
Totals	**841**	**596**	**152**	**171**

*Department combined with the Trace Evidence Department
**Department combined with the Questioned Document Department

In addition to training made available to laboratory employees, SLED Forensic Services personnel provide extensive training to local, state, and federal law enforcement officers and to court officials on a frequent basis. Due to the nature of many forensic topics, the bulk of the training is provided in person; however, the agency has been able to maximize delivery efficiency of some training topics via videotape production and dissemination.

Forensic Services Training to Outside Agencies	2001-2002	2002-2003	2003-2004	2004-2005
Training Hours Provided to Outside Agencies	32,020	6,993	8,082	3,141

*Contact Hours = (No. Students) X (No. Hours of Instruction) X (No. Instructors)

Criminal Justice Information System (CJIS) - Mission accomplishment is best represented by the number of user agencies and secure devices with approved connectivity to our Intranet and the ability of citizens to access important data. Without access, the data are not used and serve no purpose. The use of wireless devices and the Internet reflect two technology changes by the Federal Bureau of Investigation Criminal Justice Information Systems (FBI CJIS) approved to access NCIC data. Internet access to NCIC data has been in use by SLED CJIS since April 2003. In FY 04-05, SLED Information Technology staff developed and deployed S.NET to law enforcement agencies at no cost. This "fat client" allows secure access for full function (entry and inquiry) criminal justice purposes via the Intranet to NCIC, NLETS, DMV and other criminal justice applications. This should prove to expand access even further. The number of criminal justice agencies accessing the network by frame relay connections as primary, secondary access sites, using third party vendors and LEMS.WEB is 352; this includes 9,757 terminal devices, 139 local area networks (LANS), 16 wide area networks (WANS) and 1837 wireless devices. The number of criminal justice agencies accessing the network through the "Internet only" is 138 whereas there are 29 criminal justice agencies using dual Internet and intranet connections. Public access for non-criminal justice purposes via the Internet is limitless. In FY 2005, the agency conducted 397,991 criminal background checks and generated $ 7,327,051. The total number of fingerprint cards submitted both by mail and electronically (livescans) for FY 04-05 was 213,665, which is a 4% increase from the previous fiscal year. There are fingerprints for approximately 1,262,809 subjects stored on AFIS. The total number of criminal history records processed for custody, depositions, expungements, deaths, consolidation and deletes during FY 04-05 was 424,214, reflecting an 11% increase in processing. Through FY 04-05, a total of 269,574 record subjects are currently retained in SLED's criminal history database. Seventeen (17) agencies are currently submitting fingerprints electronically and nineteen (19) agencies are submitting latent prints for evaluations to the Forensic Crime Laboratory's Latent Prints Section. Also during FY 04-05, 780 new National Crime Information Center (NCIC) operators were certified by SLED CJIS Training personnel. The Computer Crime Center investigated 714 cases, a 41% increase from the previous year, involving computer related crimes, including Internet child pornography, telecommunications fraud, and credit card fraud/theft. The Forensic Unit examined 9.3 terabytes of digital evidence. The Computer Crime Center provided 138 hours of training to 452 local law enforcement and 20 hours of training to 132 prosecutors and judicial staff. The Center also provided 58 hours of community awareness training to 947 citizens of South Carolina. For FY 04-05, personnel assigned to the Center completed American Society of Crime Lab Directors (ASCLD) Inspector Certification in preparation of acquiring ASCLD Certification in the field of Digital Evidence Recovery. The Center also installed a Communications Assistance for Law Enforcement Act (CALEA) compliant Communications Interception System.

Investigative Services - responses to customer requests resulted in the following achievements in the year 2004:
- The Arson/Bomb Unit responded to 582 calls for assistance; of those calls, approximately 30% of the Arson calls were cleared by arrest. This clearance rate is almost double the national average of 16%.

- The Forensic Art Unit was requested to prepare a total of 118 composites, 4 facial reconstructions, and 19 graphics for courtroom presentation.
- The Polygraph Section scheduled 1,289 tests, conducted 856 tests, and found deception in 291 of those tests.
- The Behavioral Science Unit opened 79 cases, 43 of which were threat assessments.
- The Tactical Units provide immediate support. The Tracking Team responded to 89 calls and 28 persons were apprehended. The Fugitive Task Force opened 188 cases and arrested 157 fugitives. The SWAT Team responded to 24 calls in 2004. The Aviation Unit responded to 327 calls for assistance, including missing persons calls, fugitive calls and others. The Insurance Fraud Unit opened 290 new cases in 2004, and worked a total of 704 cases.
- The four Regional Investigative Units responded to requests, including criminal investigations, child fatality investigations, jury sequestration, and special events. Statewide Special Event planning, including marches, high profile conferences, and natural disaster management requires coordination between the Emergency Preparedness Unit and the other units of Investigative Services, especially the Regional Investigative Units. In the year 2004, units of Investigative Services responded to 87 special events requiring the deployment of large numbers of manpower assets, and provided technical support using communications and aviation resources.

Investigative Services	2001-2002	2002-2003	2003-2004	2004-2005
Requests for Criminal Investigations and assistance	3,563	3,943	3,299	3,783
Requests for Bloodhound Tracking	146	127	96	89
Aviation Services Calls for Service	385	413	445	327
SWAT Team calls	18	31	43	24
Fugitive Task Force Investigations	209	205	146	188
Arson/Bomb Investigations	604	597	608	582
Totals	**4,925**	**5,316**	**4,637**	**4,993**

Because SLED is an assisting agency, the investigations and services aforementioned are usually a result of supplier, partner, and customer participation. SLED should be viewed as an extension of the customer's assets.

Community Services – Mission accomplishment is determined by a measurable reduction in the number of establishments selling alcohol to minors and a measurable increase in enforcement efforts of minors in possession of alcohol. During FY 2004-2005, limited resources in VICE resulted in a 25% reduction in locations checked and inspected. The numbers of seized illegal gambling machines substantially increased from 1,025 in FY 03-04 to 1551 in FY 04-05. The number of methamphetamine laboratories detected in South Carolina increased approximately 95% from 130 in FY 02-03 to approximately 254 in FY 03-04. The methamphetamine laboratory statistics, received from the Drug Enforcement Administration, have not been finalized for FY 04-05. VICE was responsible for over l,752 arrests, 7,039 inspections and approximately $20,166,774 in drugs purchased/seized. Approximately 13,479 Concealable Weapons Permits (CWPs) were issued in FY 04-05, and there are now over 43,000 Concealable Weapons Permit (CWP) holders in South Carolina. The unit continues to actively enforce laws governing alcohol sales to minors. Additional goals for Community Services included timely action on applications and CWP permit processing; meeting CALEA and the South Carolina Criminal Justice Academy standards for training and re-certification requirements; providing requested counseling to the statewide law enforcement community statewide as it relates to critical incidents; timely response and adequate resource allocation to requests for services; routinely auditing compliance with CALEA standards, SLED policy and procedures, statutes, regulations; and other requirements; all of these goals were achieved.

VICE Enforcement	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Admin. Violations (alcohol)	1,414	1,347	1,073	1,060	1,132
Admin. Warnings Issued	1,089	1,174	924	298	248
Alcohol Related Arrests	2,681	2,435	1,903	1,780	1,370
Admin. Inspections Conducted	12,005	12,192	10,456	10,506	7,039
Admin. Orders Processed	39	12	12	48	38
Complaints Investigated	543	530	756	627	785
Alcohol Locations Checked	3,699	3,837	3,879	4,734	4,307
Alcohol Violations Detected	841	915	721	785	850
Lottery Complaints	N/A	185	200	213	248
Lottery Arrests	N/A	46	40	19	16
Narcotics Complaints	(unavailable)	195	119	118	169
Narcotics Arrests	(unavailable)	370	496	580	355
Requests for Technical Services	(unavailable)	1,018	744	1,717	997
Video Gaming Cases made after 7/1/00 (seized)	48	216	185	1,025	1,551
Totals	**22,359**	**24,472**	**21,508**	**23,510**	**19,105**

Alcohol Licensing	2004-2005
Applications Processed	3,207
Sign pickup for mini bottle license	705
Sign pickup for beer/wine	1,930
Sign pickup for retail liquor license	171
Total	**6,013**

First year reported separately.

Dog Fighting	2004-2005
Cases initiated	5
Arrests	11
Complaints	14
Total	**30**

First year reported separately

Charges – Alcohol Enforcement	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Use of Altered ID	16	6	1	23	6
Use of Another's ID	219	78	57	44	22
Poss. Of Liquor under 21	231	120	99	72	58
Use of Fake ID	72	34	37	25	6
Poss. Of Beer under 21	746	497	332	299	243
Unlawful Sales	952	915	721	785	850
Totals	**2,236**	**1,650**	**1,247**	**1,248**	**1,185**

Regulatory Services (CWP, Private Detectives, Security)	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Investigations Conducted	29,858	32,499	2,888	2,539	1,650
Licenses Issued	15,106	17,609	19,293	16,849	12,414
Concealed Weapons Permits Issued	11,725	13,740	10,962	9,820	13,479
Totals	**56,689**	**63,848**	**33,143**	**29,208**	**27,543**

SCLEAP Program	2002-2003	2003-2004	2004-2005
Public Events Attended	9	12	41
Emergency Call-Outs	33	34	17
Pastoral Visitation of Employees/Family	44	114	195
Public Speaking/In-Service/Prayers	43	45	42
Incidents Where Volunteers Were Used	*470	**45	37
Funerals Attended	20	25	19
Total	**619**	**275**	**351**

*Includes group work and one-on-one   **Incident count only

Training Provided by Training Department Personnel	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Training Provided for SLED Agents by SLED Instructors (hours)	18,114	21,453	13,622	13,267	13,012
Training Provided for Other Law Enforcement Agencies (hours)	4,324	3,572	268	1,182	1,108
WMD/Counter Terrorism Training			7,744	1,920	110
Total Training Hours Provided	**22,438**	**25,025**	**21,634**	**16,369**	**14,230**
CWP Instructor Lesson Plans Approved	83	88	60	49	25

Vehicle Crimes	2003-2004	2004-2005
Investigations Conducted	389	273
Arrests	273	178
Recovered Property Items		225
Approx. value of recovered property	$1,973,000	$3,338,500

Office of Counter Terrorism – measures performance levels by review of work products, success of projects administered, and customer satisfaction. The State Counter Terrorism strategy is based on assessments and guidance from the State and Regional Counter Terrorism Coordinating Councils and the U. S. Department of Homeland Security. The Office of Counter Terrorism utilizes the state strategy to judge unit performance. The

Intelligence/Missing Persons Unit handled 2,775 requests for assistance.

Office of Homeland Security – SLED continues to execute the duties set forth in statute effective July 1, 2003, and as required by the Department of Homeland Security as it relates to homeland security needs and assessment. SLED has implemented the statewide Strategy and Assessment which was developed for South Carolina and approved in Washington. Federal funding received by South Carolina has been distributed based on local and state first responders' priorities and needs to address implementation of the new strategy. Thus far, federal funding has been received by the state and distributed to locals within required timeframes established by the Department of Homeland Security (DHS) Office of Domestic Preparedness.

South Carolina receives funding from the federal government (based on population thus far). Grants are allocated based on statewide, regional, and local needs established by those entities and within the requirements outlined in the federally required state strategies. Federal guidelines also dictate that all funds be awarded, obligated and expended within very specific timeframes. States are required to distribute 80 percent of their awarded funds to local government entities. Homeland security funding administered by SLED has reached approximately $95 million which has passed through SLED to local and state entities. The State Counter Terrorism Coordinating Council is integrally involved in the process of allocation of these funds, which have been awarded pursuant to the State strategies. In 2004, the Department of Homeland Security recognized South Carolina's Homeland Security grants distribution process as a "Best Practice". Following are the current distributions of Homeland Security monies through SLED to date:

- Local Allocations - $25.8 million spread to local governments for homeland security initiatives in addition to specific allocations for specialized equipment, training and exercises;
- Local Emergency Operations Center Enhancements - $2.76 million;
- Local and state equipment purchases $41.1 million - Urban Search and Rescue (USAR) Initiatives, Personal Protection Equipment (PPE), Chemical, Ordnance, Biological Radiological teams (COBRA); Decontamination Tents/Trailers; Aircraft Technology; Communications Interoperability, etc.;
- Critical Infrastructure - $3.18 million;
- Agro-terrorism response $2.97 million;
- Prevention (fusion center) - $5.05 million;
- First Responder Training and Exercises - $8.26 million;
- Citizen Corps - $0.76 million;
- Assessment and Strategy/Administering Program - $2.36 million
- Emergency Management Performance Grants (EMPG) - $2.76 million

The efforts of the state and regional Counter Terrorism Coordinating Councils leverage the expertise and contributions of a diverse yet robust group of public and private sector individuals, all focused upon the detection and prevention of, preparation for, protection against, and response to violence or threats of violence from terrorist activities. While administrative costs for these Council meetings are extremely low the contributions to the safety of South Carolina's citizens are substantial. Communication, collaboration, and cooperation are hallmarks of each of the CTCC meetings, and are largely responsible for the respective Council's abilities to demonstrate successful completion of the many tasks they are presented.

3. What are your performance levels and trends for the key measures of employee satisfaction, involvement and development? (At the program level, what are your performance measurements that related to the employees and what has been the recent trend in this data? If possible, provide specific data.)

Forensic Services Laboratory – All employees are encouraged to voice any comments, suggestions, and/or complaints through several mechanisms. Comments are encouraged on the Employee Personnel Management

System (EPMS) evaluations. In addition, departmental supervisors and laboratory administration maintain an open door policy for employees. The laboratory also has a suggestion box that is checked regularly. Indications from these areas demonstrate a high level of employee satisfaction and involvement.

The development of each employee is promoted through training opportunities. These opportunities involve training by SLED personnel and also outside entities. Each departmental supervisor evaluates the training needed for the employees under his/her supervision and attempts to obtain such training. Due to budgetary constraints, grants are used extensively to fund training needs. The Laboratory Quality Manager maintains an electronic employee development file on each laboratory employee. Accreditation criteria of the American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) address the employee development program.

Criminal Justice Information System (CJIS) – Employee satisfaction is reflected in anecdotal information expressing gratitude for the opportunity to improve the CJIS system and their level of training and equipment. Improvements have been made possible with grant funding and are necessary in order to continue access to NCIC and NLETS. Every member of the CJIS IT communications / applications and SCIRBS units received formal training during FY 04-05.

Investigative Services – Employee satisfaction is first measured by the outstanding work product produced. In the year 2004, agents assigned to Investigative Services components received over 60 letters of commendation from SLED customers. Additionally, letters from solicitors regarding case review for prosecution often mention the thoroughness of case reports. The retention of and loyalty of agents to the Division is a direct reflection of employee satisfaction.

Community Services – Formal and informal assessment methods and measures are used to determine employee satisfaction. Management personnel are available to employees to assist them when necessary. This provides an informal mechanism for employees to express concerns and gives management a direct conduit to employees.

Office of Counter Terrorism – Formal and informal assessment methods and measures are used to determine employee satisfaction. Leadership maintains close interaction with employees who are encouraged to express concerns and to participate in problem resolution.

4. What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship? (List any significant statutes or regulations affecting any departments within the program areas and define our level of compliance. Explain how our compliance level is measured. If possible, provide specific data.)

Forensic Services Laboratory - Due to the nature of forensic laboratory work, many regulatory and legal aspects are involved. In Chapter 73 of the South Carolina Code of Regulations, the following laboratory departments have regulations: Drug Analysis, Implied Consent, DNA Analysis, and Toxicology. In addition, many statutes concerning drug and alcohol testing affect the work of the Implied Consent and Toxicology Departments. The main statutes are Sections 23-3-15(A)(2), 17-7-80, 23-31-410, 50-21-114, 55-1-100, 56-1-10, 56-1-286, 56-1-2130, 56-5-2941, 56-5-2950, and 56-5-2953. The DNA Analysis Department continues to comply with the effect of Section 23-3-600 (DNA Database Act). Effective July 1, 2004, the statute was amended to require any individual convicted of a felony offense to provide a DNA sample for inclusion into the South Carolina State DNA Database.

Criminal Justice Information System (CJIS) - Federal privacy laws and FBI rules distinguish between NCIC access for criminal justice purposes and access for non-criminal justice purposes. Access for non-criminal

justice purpose is limited. These restrictions are enforced through use of a closed network, requirements to certify the purpose of each inquiry, and other controls. Audits are conducted to ensure compliance with requirements, and investigations are conducted following complaints. If improper or illegal use is identified, sanctions range from a warning to termination of access or even prosecution in extreme instances. SLED CJIS conducts audits of its customers and suppliers, and the FBI audits SLED CJIS. In the FY 04-05, CJIS UCR/Audit Section conducted 21 audits of law enforcement agencies; performed 1 access integrity investigation and certified 1,363 new NCIC operators. Additionally, 1,762 current NCIC operators were re-affirmed in FY 04-05. SLED NCIC actively started working with federal, state and local law enforcement agencies in entering information into the Violent Gang and Terrorist Organization File (VGTOF) in FY 04-05. Through their cooperative work, 44 active groups with 255 active member records were entered into the national file from South Carolina.

During FY 04-05, legislation was passed (H.3328) that will enable improved functionality of the Sex Offender Registry. These new statutes, combined with federal grant funding will allow the public to look up sex offenders by college or university for those offenders associated with one of these institutions; make use of more robust information availability such as offender alias names, victim sex and age, weapon type (if known), addresses of all real property owned by offenders; and, their affiliation, if any, with all public and private schools, including elementary schools. Federal grant funding has been received by SLED to fund the computer programming necessary to make these changes. SLED personnel are also working diligently to address the technical issues needed to become part of the National Sex Offender Public Registry (NSOPR); these personnel anticipate full functionality with the NSOPR in the near future.

In 1991, South Carolina became one of the first states to implement the National Incident Based Reporting System (NIBRS) developed by the FBI to capture crime data and other information gathered by municipal and county law enforcement agencies. Crime data are classified according to standard definitions used throughout the nation. By using standards, it is ensured that offenses with different titles under the laws of the various states are appropriately classified and counted under the UCR programs. SLED forwards this statistical crime information to the FBI on a monthly basis for inclusion in the FBI's annual publication. For FY 2004, 386,606 incident reports and 242,730 arrests were processed by SLED UCR personnel, resulting in an overall 2% decrease in handling paper reports due to the submission of data electronically. Total electronic submission and distribution of information is a priority; electronic reporting throughout the state is now at approximately 79%.

Investigative Services - Investigative Services provides a wide range of services to our customers. The statutory authority to conduct investigations on behalf of the State are as follows: Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Section 23-3-15 through 23-3-160 provides that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to the following functions and activities: investigation of organized criminal investigations, arson investigation and emergency event management pertaining to explosive devices; the maintenance and operation of a statewide comprehensive forensic sciences laboratory; covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; operation and maintenance of a central, statewide criminal justice data base and data communication system; establishment and operation of highly specialized, rapid response law enforcement units within the division; operation and regulation of state polygraph examination services; Section 20-7-5905 establishes the Department of Child Fatality within the South Carolina Law Enforcement Division; Section 38-55-550 establishes the Insurance Fraud Unit within the Attorney General's Office and requires SLED to investigate matters of insurance fraud referred to the agency by the Attorney General.

SLED retirees who conducted backgrounds on the following assisted Investigative Services: 450 backgrounds were completed on applicants who applied for the South Carolina Bar Association. Also, 11 backgrounds were completed on Judicial Applicants, 47 backgrounds were completed on potential SLED employees including

sworn and non-sworn personnel, 8 backgrounds were completed on State Grand Jury interns and Law Clerks. SLED also has retirees who assisted the Division by working several sequestered juries.

Investigative Services Administrative Assistant completed the following: 124 criminal histories were conducted for the following agencies: Court Administration, S.C. Judicial Department, S.C. Senate, Legislative Screening Committee (Board of Trustees of S.C. Colleges & Universities). She also completed 116 criminal histories for the Governor's Office for Award presentations and 985 criminal histories and credit reports for the Governor's Office for applicants applying to Boards and Commissions.

Community Services - Section 23-3-10 establishes authority for the creation of the South Carolina Law Enforcement Division; Sections 23-3-15 through 23-3-160 provide that SLED shall have specific and exclusive jurisdiction and authority statewide, on behalf of the State, in matters including but not limited to covert investigation of illegal activities pertaining to and the interdiction of narcotics and other illicit substances; regulation, enforcement, and inspection under Title 61 (alcoholic beverage control laws) and such other activities as are not inconsistent with the mission of the division or otherwise proscribed by law; Sections 12-21-2703 through 12-21-2804; and 16-19-50; establish South Carolina's video gaming laws which are enforced by the Alcohol Enforcement Unit; Section 23-31-110 through 23-31-150 authorizes SLED to regulate pistol purchases through implementation of a permitting program; Sections 23-31-205 through 23-31-235 created the "Law Abiding Citizens Self Defense Act of 1996" authorizing SLED to issue Concealed Weapons Permits (CWP) upon positive completion of a background investigation; Section 23-1-65 outlines appointment of deputies, constables, security guards and detectives to assist with the detection of crime; SLED is responsible for ensuring that state constables, security guards, and detective appointees have received adequate training and meet the standards required for appointment; Section 40-17-10 through 40-17-170 outlines the powers and duties of the Chief of the South Carolina Law Enforcement Division regarding private security businesses or private detectives.

The Community Services Units ensure community wellness through quality-oriented community relations programs; promote interaction between law enforcement and the public through community awareness programs, and improve communications among all parties affected by law enforcement activities; assist local agencies in the development of community relations programs; continue to assess and monitor agency personnel training needs to ensure appropriate training is received; and, aggressively pursue increased volunteer participation in the SCLEAP program.

Office of Counter Terrorism - The Office of Counter Terrorism receives its operational and functional authority from South Carolina Code Section 23-3-15 (A)(8), and includes: coordination of counter terrorism efforts, including prevention against, preparation for, response to, and crisis management of acts of terrorism, in or affecting this State; coordination of federal grants associated with homeland security; creation of councils appropriate to its mission; and service as the Governor's representative to the United States Department of Homeland Security.